



# FIELD ARTILLERY NCO STUDY GUIDE

January 2002

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ACADEMY, FORT SILL, OKLAHOMA***

## **THE CREED OF THE NONCOMMISSIONED OFFICER**

**No** one is more professional than I. I am a noncommissioned officer. A leader of soldiers. As A noncommissioned officer, I realize that I am a member of a time honored corps, which is known as the "backbone" of the Army.

I am proud of the corps of noncommissioned officers and will at all times conduct myself as to bring credit upon the corps, the military service, and my country, regardless of the situation in which I find myself. I will not use my grade or position to obtain pleasure, profit, or personal safety.

**Competence** is my watchword. My two basic responsibilities will always be uppermost in my mind- accomplishment of my mission and the welfare of my soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

**Officers** of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate actions in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

## **THE SOLDIER'S CREED**

I am an American soldier. I am a soldier of the United States Army a protector of the greatest nation on earth. Because I am proud of the uniform I wear, I will always act in ways creditable to the military service and the nation it is sworn to guard.

I am proud of my own organization. I will do all I can to make it the finest unit of the Army. I will be loyal to those under whom I serve. I will do my full part to carry out orders and instructions given me or my unit.

As a soldier, I realize that I am a member of the time honored Profession, that I am doing my share to keep alive the principles of freedom for which my country stands. No matter what situation I am in I will never do anything, for pleasure, profit, or personal safety, which will disgrace my uniform, my unit, or my country. I will use every means I have, even beyond the line of duty, to restrain my Army comrades from actions disgraceful to themselves and the uniform.

I am proud of my country and its flag. I will try to make the people of this nation proud of the service I represent, for I am an American soldier.



**DEPARTMENT OF THE ARMY  
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY  
FORT SILL, OKLAHOMA 73505**

**PREFACE**

This is a reference document only. Contents will not be considered as official information. This document does not supersede, supplement or replace information contained in official documents such as Technical Manuals, Field Manuals, Army Regulations, and Department of the Army Pamphlets.

The primary purpose of this manual is to provide all soldiers an easy to read; quick reference source of information pertaining to general military subjects. While this document is not intended as a substitute for publications, it does provide a basic knowledge of publications available to the soldier. The proponent of this publication is the Fort Sill Noncommissioned Officer Academy, Fort Sill, Oklahoma.

Please recommend changes for improving this study guide. Specify military subject, any changes or deletions (or new subjects) you might like to add, and explain why each change is necessary. Enter this information on a Memorandum for Record and forward to the following address:

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This publication is also available on the Internet at the Fort Sill NCO Academy web page. The URL is <http://sill-www.army.mil/usancoa/>.

Use of specific gender in this publication is for ease of reading. Whenever the masculine or feminine gender is used, either gender is intended.

**Commandant, USANCOA.....Command Sergeant Major Carl B. McPherson SR**

**Editor.....Sergeant First Class Mark P. Miksche**

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## INTRODUCTION

The Noncommissioned Officer Academy has prepared this guide to assist personnel recommended to appear before screening boards (Promotion, Soldier of the Quarter, etc.). As a candidate, you will be competing against the top soldiers of your unit or post. To fully prepare yourself to meet the challenge, you should become thoroughly familiar with the questions and answers contained in this study guide and the subjects with references listed with each subject category contained in this reference. These questions in this study guide should not be construed to be the only questions a board will ask. It is a guide to make you aware of the type of questions a board may ask and the most common areas of questioning. To completely prepare yourself, further study of the specific subject areas found in your board notification should be considered, and the following:

<u>Subject Area</u>	<u>Reference</u>
Current world events:	Newspaper/radio/TV news
Chain-of-command:	Unit chain-of-command
Unit History	Lineage and Honors
Personal Background	N/A

No study guide can claim to be the sole reference for a board. It is important that you study each area and become familiar with the subject to a point that you can answer most questions, even those not found in this guide.

During your appearance before the board, you will be evaluated on areas other than knowledge. These areas include the following:

1. Correct wearing and appearance of your uniform
2. Grooming, bearing and self confidence
3. Conversational skills, speaking voice
4. Reporting Procedures
5. Accomplishments and awards

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## **SECTION ONE - BOARD APPEARANCE**

### **PREPARATION FOR THE BOARD**

#### **1. STUDY**

a. Find out everything that you can about the board as soon as possible. Obtain the memorandum stating who the board members are and what the subject areas are. This will limit unproductive time spent studying on areas that will not be discussed. Also, knowing the date will help you set a timeline for studying and preparation.

b. Review and study the enclosed questions and answers and reference publications provided throughout this study guide. Be familiar with the mission of your unit and your section. When being considered for promotion, know your recommended MOS, the duties required of your MOS and grade in which you are being considered for promotion (See AR 611-201 for unclassified MOSs and AR 611-202 for classified MOSs.)

c. Be prepared to express opinions on items currently in the news on the national and local level. Watch a national news program and read the daily newspaper at least a week prior to, and up until the board. Remember to get a newspaper the day of the board and watch the news that morning

d. Request to review your DA Forms 2A, 2-1, ERB and MPRJ to ensure everything is correct and up-to-date (i.e., awards, military or civilian schooling, duty positions, assignments, TIS, TIG, letters, etc.) at least 21 days prior to board appearance. Be prepared and have documentation to update your records. Know the information in your records. The board members will have questions about your career.

e. Once again, this publication is only a guide. Ensure that you know updated information, as these areas are often chosen as subjects for questions.

#### **2. UNIFORM**

a. Turn in your uniform for alterations and cleaning as soon as possible. Check the fit and location of sewn-on items to ensure that they are in compliance with regulations. A common deficiency is poorly placed rank insignia, poorly placed unit patch, sleeves that are too long or short, pant legs that are too long or short, and a coat that is too tight. Replace worn or frayed insignia. A polyester uniform stands out and presents an outstanding appearance.

b. At least a week prior to the board set up your uniform. Set it up and have your section chief or platoon sergeant check it while you have the uniform coat on. Once you are sure everything is correct, place it in a garment bag or cover until you are ready to put it on for the board. Once you put it on, do not sit down if possible.

c. Check placement of all items with the AR 670-1. Use a ruler. The regulation may say words like “approximately”, but strive for perfection. All authorized awards and decorations should be clean, fit correctly, and be properly positioned on the uniform. Brass must be of the authorized type, highly shined, and correctly positioned. The nametag must be in accordance with the regulation and properly positioned on the uniform. Check that the unit crests are clean and properly positioned. If any items are scratched, faded, worn, discolored or dirty, replace them. Remove loose threads. Double-check the precedence for your awards.

d. Footgear must be in good repair and highly shined to include the edge of shoes and soles painted with sole dressing. Also, ensure shoes are properly laced, not cracked, and heels are not worn down.

e. Check that the shirt collar is clean and fits properly. A common mistake is that the shirt is too loose and shows a gap between the collar and the neck. Also, a tied tie is preferable.

f. Know why you were awarded each particular decoration. Make sure your ID tags are on a double chain around your neck. Check that all pockets buttoned. Make sure that you tie and socks are black. Check that the garrison cap or is clean and the unit crest is properly positioned. Check that the gig line of your shirt, pants, and belt buckle is aligned.

### 3. PERSONAL APPEARANCE

a. Your hair must be trimmed as required by regulation and combed neatly.

b. Check that fingernails clean and trimmed.

c. No wearing of sunglasses, including prescription type.

d. Prior to the board, get a fresh haircut and ensure sideburns and mustache are properly trimmed and in accordance with current Army policy. Ensure all jewelry is in accordance with current Army policy. It is advisable to wear a wedding band and watch only. Do not draw attention away from your uniform.



## **APPEARING BEFORE THE BOARD**

### **1. Reporting to the Board**

- a. Knock loudly on the door of the board room and enter when told to do so.
- b. Approach the president of the board using proper facing movements and position yourself in front of the president of the board.
- c. Halt at attention, render a hand salute, and report to the president of the board as follows: "Sir," or "Sergeant Major, Specialist (Smith) reports. Hold your salute until the president returns it. This is the proper way to report.
- d. If being seated, look over shoulder, step to the rear with your left foot, and be seated. While seated, sit straight with both feet flat on the floor and approximately one foot apart. Place your hands, fingers outstretched, but comfortable, on your knees or thighs.

### **2. Opening statement**

- a. Be prepared to give a brief summation of your military career. Include positions held, jobs performed, education, duty stations, and significant accomplishments. Do not try to memorize dates.
- b. Be clear and concise, and use this as an opportunity to relax. Address the president, looking directly at him, and at least once, look directly at all board members during the your opening statement.

### **3. Answering the Board Member's Questions**

- a. Do your best not to show nervousness and listen very carefully to questions being directed at you. Begin all statements to the board members by title with "Sergeant Major," "First Sergeant," "Sergeant," or with whatever salutation is appropriate.
- b. Speak loudly enough so that all board members will hear you and distinctly enough so that you will not be misunderstood. If you feel your voice start to waiver because of nervousness, raising your voice will help to steady it.
- c. Direct your answer to the person asking the question, maintaining eye-to-eye contact at all times.
- d. Don't give answers you do not know or try to fake an answer. If you do not know an answer, simply say "Title of board member (i.e., Sergeant Major, etc.),

I do not know the answer. If you do not understand the question, ask the board member to please repeat or rephrase it.

e. Don't mumble or begin your reply with "uh", "oh", "I think", or "I believe". This indicates indecisiveness. Never say, "I'm sorry", if you don't know the answer. It is helpful and impressive to repeat the question as part of your answer. For example, "Sergeant, the five colors of the map are..."

f. When asked your opinion, be sure it is your opinion. Board members do not penalize you for an opinion they do not agree with. They only want to evaluate your knowledge, speaking ability, and ability to intelligently present an opinion.

### 3. Departing the Board

a. Come to attention in front of the board president.

b. Render a hand salute to the president of the board and hold your salute until it has been returned.

c. Leave the room using proper facing movements and close the door unless directed otherwise.

## **SECTION TWO – MILITARY HISTORY AND TRADITION**

### **THE UNITED STATES ARMY (JUNE 14, 1775)**

**Duty, Honor, Country.** Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be. They are the rallying points: To build courage when courage seems to fail; to regain faith when there seems to be little cause for faith; to create hope when hope becomes forlorn. Surely, these are words, but words with so much meaning and feeling for each and every citizen. These words are so strong that they build character, and the resolve for democracy. They teach you to be strong and proud, but yet humble and gentle in success: Not to substitute words for actions.

All who have served have written the history of the United States, because truly there could not be a Republic without dedicated service to Duty, Honor, and Country. (General Douglas McArthur)

## **BARON VON STEUBEN**

Valley Forge stands as the cornerstone of American history, what hardship our soldiers at times have endured, and what Valley Forge really accomplished for the United States. Here is where Baron Von Steuben succeeded in presenting to the whole army a concrete example of the proper evaluations. Since drill was the largest part of the training, the service performed shed its helpful influence on many later military events.

His drill regulations showed his good sense and humanity. With them are based all subsequent ones in our service, and by drill long needed exercises were put in vogue for the first time. Earlier the marches in general had been limited to crude formations in line and column or files. Von Steuben not only made these movements uniforms but also added the column of platoons, thus lessening the unnecessary length of road space for tactical movements and the opportunity for straggling. He caused the platoon to wheel much as it does now in "platoon right" and to execute the "oblique step" in order to break from, and form, company. The latter was a curious sidling movement in which he made every man in ranks an integral part of the drill as illustrated by the way he discarded sole dependence upon music or the beat of the drum, and made each individual soldier responsible that he regulated his march by watching the gait of the officer or element in front of the platoon. Whenever there was no such officer or element, a sergeant was to be placed six paces to the front. Such were some of the sensible drill movements (which in those days were battle movements also) that Von Steuben found useful.

Von Steuben also stressed the importance of discipline and the daily routine; he went minutely into field and company administration. He prescribed that platoons should camp by battalions. He allowed sumps to be dug no nearer to occupied tents than 300 feet. He charged field officers with seeing that their camps were pitched regularly and properly, especially that kitchens and sumps were put in sanitary places. He outlined methods of getting wood and water by means of an organized system of signals and formations. He established roll calls for "troop" and "retreat" under arms and the "reveille" and "noon" without arms. He charged the noncommissioned officers with the making of an accurate check of their squads at tattoo to see that the men were in bed. At the "troop meeting", he required company officers to "inspect into the dress of their men", to see that their accouterments were properly fixed and every article about them in the greatest order." He inaugurated the Saturday morning inspection, which the captains were to conduct for their individual companies in order to "examine into the state of the men's necessaries". Von Steuben immediately couples with the duty of infinite care of the company that the state has committed to the charge of the captain. Then the vital advice of individual treatment, of knowing every man by name and character, is all too well understood by any one who has ever attempted to handle manhood in the mass. And finally the special visitation of the sick rounds out of the thoughtful attitude a company officer should school himself to employ. When analyzed, this simple

paragraph spells self-control, high sense of duty, fidelity of performance and loyalty to the inferior as well as to the superior.

Knowing full well that the captain could not, without specific help, bring his company up to standard, Von Steuben assigned the subalterns particular tasks. The lieutenant was to be zealous in regard to the "health and convenience" of the soldier, and the ensign in regard to "neatness and cleanliness". Von Steuben here discreetly laid emphasis on the development of self-respect and pride, qualities, which are the lading strings of success. Then he capped this by setting a check upon ill treatment, which arises through "pique or resentment". Understanding how partiality and prejudice may be the ruin of discipline he closed his instructions by putting a special guard on that sort of justice.

Von Steuben spent much time in developing a keen sense of responsibility in the company officer in comparison to that of the field and general officer. He knew that if the individual soldier had affection and regard for his immediate leaders, the higher commands would take care of themselves. He realized that the pride and bearing of the rank and file were the keynotes to achievements in the field, as was demonstrated many times in World War.

Could any set of instructions more grippingly embrace the essentials of discipline? Have so few words ever more perfectly tempered kindness with justice and balanced rule and appeal? By following these simple principles, could not anybody of men whether soldier or civilian, be directed without friction? Why then were these doctrines omitted from later regulations? Why did they have to be ferreted out from a dusty volume whose leaves were yellowed with age and whose print was in old script with it's "s's" that looked like "f's"?

Mainly because training, as we shall see, was discarded for a long time after the Revolution, did the picture of Von Steuben grow indistinct. Naturally only the rigors of necessary discipline were remembered in connection with him. He had thus been tabled in later years as a hard taskmaster. Legislators have held his work up to contempt in that he clearly molded our army into Prussian inflexibility. The substance of such an attitude seems to rest on the fact that he hailed from Prussia. Writer and speaker have been erroneously thankful that the army has survived Von Steuben's hard lines whereas, in truth, he brought us up out of unsuitable aristocracy, unspeakable chaos and, above all, the misuse of authority. He knew that leading was better than driving and he proved that his human methods were practical and successful.

That he followed his own advice is shown by many instances. For example, once after Arnold's treason, when Von Steuben was standing by listening to the roll call of a company, he heard a man answer to the name of Arnold. Promptly inviting the soldier to his tent, the baron told the private that he was too good a man to bear a traitor's name, whereupon he gave his permission to be known as Von Steuben.

Due to such painstaking care and labor, the festering camp began to take on the semblance of order and organization in spite of the lack of supplies. Disease was lessened. Arms remained with the colors. Soldiers on detached service as servants were returned to the fighting force. Officers began to father their organizations. The human touch, zeal and dignity that have since characterized the best American leaders became noticeable. Troops began to be complimented in orders on their drill. By taking the attitude that the "indifferent quality of clothing instead of excusing slovenliness and unsoldierly conduct, ought rather" to excite each man to compensate for those deficiencies by redoubled attention to his personal appearance, Von Steuben was successful in building morale upon less than nothing.

So a foreigner, with such a thick brogue that he was largely unintelligible, against odds of national and provincial jealousy and not withstanding the powerful calumny that was usually heaped upon the efficient friends of Washington, earned a substantial reputation. His work could not be ignored. Congress was morally forced to recognize him. Accordingly, Washington's orders one day announced to the camp that Von Steuben had been made a major general and Inspector General of the Army. We are soon to see some of the direct effects of his efforts.

The spirits of the little army that strove with its emaciated self in pitiful efforts at training were unexpectedly raised by the news of the French Alliance. Washington proclaimed a holiday. The ragged, but clean soldiers had a chance to show on parade their new and well-acquired maneuvers. The commander in chief dined in public with his officers: cannons were discharged, fuses were fired, toasts were drunk and huzzahs were given by the officers and men with great ceremony. The form and precision here displayed heightened the pride of corps throughout the rank and file.

Out of this alliance came the necessity of giving Lafayette a command, for which he had been constantly begging. Washington assigned him 2,500 picked men ostensibly for the purpose of conducting a reconnaissance toward Philadelphia. At Barren Hill this small but vital American force found itself completely surrounded by an overwhelming number of British. The only means of possible escape was the apparently impassable Schuylkill in the patriots' rear. A ford, however, was accidentally discovered over which the troops would have to pass rapidly while pressed by the enemy. This highly difficult crossing was to be a test of discipline in the American soldiers. As a matter of fact, they were formed by their officers without hesitation or confusion, were marched across the stream without crowding and were well on the way before the British discovered the escape. The drill and training acquired under Von Steuben were chiefly accountable for the survival of Lafayette and his command.

With the coming of spring and the prospect of help there came internal relief for the army. Food and clothing grew better, almost sufficient. Greene, at the

solicitation of a committee from Congress, had been appointed quartermaster general to succeed Mifflin. Jeremiah Wadsworth had, in addition, been made commissary general. Their services were efficient, though Congress and the country accused them of extravagance. The troops fared for over a year following their appointment better than at any time predicted, summer saw the soldier at last provided with heavy clothing.

When Howe decided to sail back to England without hurting the American army in the field, and Clinton relinquished Philadelphia, Washington, leaving Arnold in that city, pursued the British through New Jersey. Having now the usual increase of "sunshine patriots" he outnumbered the enemy by 1,000. At Monmouth Court House the advance guard of the Americans came upon the rear guard of the British. Washington ordered Lee to attack with the hope of getting the enemy's wagon train. Evidently through jealousy or defection Lee not only failed to carry out his commander's intentions but also was actively responsible for the breaking up of the troops and their retirement to the rear. Although they were pursued by the British and, through lack of proper leadership, retreated in more or less disorder, nevertheless they were capable of being reformed quickly into a proper battle line, after what would formerly have been a demoralizing retreat. Again, the work of Von Steuben became the deciding factor. The Americans having rallied drove off the British. But the defeat of Clinton's forces was impossible, because Lee had wasted the day. The enemy slipped away under cover of darkness to New York. The temperature throughout the action had been very high, reading, some say, ninety-six, so that there were more casualties from the heat than from firearms. Soldiers were found dead without a mark on them. In the north this was the last general engagement of the war, because the British were too strong for Washington to take the offensive again. But the action showed that the American troops, with a fair amount of discipline and training and against nearly an equal force, could give a good account of themselves.

## **ARMY HISTORY**

The United States Army has a history of which every American can be proud. The Army is even older than our nation. The Second Continental Congress created it on June 14, 1775. George Washington became the first Commander in Chief of the Continental Army on July 3, 1775.

The Continental Army fought with great courage and endured many hardships, including lack of funds, rations, clothing, and equipment. During the winter of 1778 at Valley Forge, the Army had its first real training under the former Prussian officer, Baron Friedreich Von Steuben. He drilled soldiers in manual of arms and in infantry tactics. The Army became a disciplined as well as determined fighting force.

With its victories over the British, the Army played a major role in bringing the United States into being. After the Revolutionary War, the Army helped extend the national territory by policing and governing vast areas of the west.

The primary mission of the Army, that of supporting and defending the ideals of the Constitution, has grown, as has our nation. In 1898, with the outbreak of the Spanish-American War, the United States emerged as a world power. As the role of our country changed, the role of the Army changed as well. The Army became a tool for promoting American interests overseas as well as protecting the nation from foreign and domestic enemies.

Since World War II, the United States has been the leader of the free world. As a result, the Army has assumed more responsibilities. It is now expected to defend not only our own nation, but also our allies. Soldiers must cope with complex technology and with weapons that could destroy civilization, as we know it.

Soldiers may be sent where they do not want to go and for reasons that they may not understand. If this should happen to you while you are in the Army, you can do no better than to follow the Soldier's Creed Remember also that regardless of where you serve, as a soldier you are there to defend the ideals of freedom, justice, truth, and equality found in the Declaration of Independence and the Constitution of the United States of America.

## **WAR OF 1812**

At the outbreak of the War of 1812, the Field Artillery was in a sad state of neglect. Artillerymen were on the frontier serving as infantry.

The bulk of the war was fought at sea; however, the Americans used artillery in several ground engagements. At the Battle of Chippewa on July 5, 1814, the American artillery supporting the charge of General Winfield Scott's brigade, was



faster and more accurate than that of the Royal Artillery. In honor of the victory at Chippewa, the West Point cadets were uniformed in the gray they wear today. On July 25, 1814, the American artillery, supporting Scott's brigade at the Battle of Lundy's Lane, again dueled with the Royal Artillery. This battle, near Niagara Falls, was the hardest fought most stubbornly contested battle of the war. Both sides claimed victory but neither gained its objective.

The British burned Washington, D.C., but failed to take Baltimore, since they lost an artillery battle to subdue Fort McHenry, a post guarding the harbor. Francis Scott Key penned the words to our National Anthem while observing the British bombardment of the fort.

The artillery used by the US forces during the War of 1812 consisted mostly of 6-pounders.

In 1824 the first of the service schools, the Artillery School of Practice, was established at Fort Monroe, Virginia. It was during this time that the numerous sizes of artillery were reduced to 12, 18, and 24 pound howitzers; and 8 and 10 inch mortars. European artillery manuals were translated and US forces began to use the single or stock trail gun carriage, which they used through the Civil War. Major Sam Ringgold initiated innovation in artillery transport when he mounted his cannons on the team of horses pulling the guns. Mounted thusly, his "flying" batteries could move with the cavalry or be directed about the battlefield to provide the firepower advantage that comes with mobility.

## **MEXICAN WAR**

Texas won the independence from Mexico and asked to be annexed by the United States. The Mexican government warned the United States that the annexation of Texas would be tantamount to a declaration of war.

During the Battle of Palo Alto, the American Army, facing a Mexican Army twice its size, won the day through the use of its superior artillery.

The Mexican artillery was outraged at the Americans, and the superb Mexican cavalry found itself exposed to grape and canister shots and cannon balls, with no support from the Mexican guns.

Artillery played a vital role in the Battle of Monterey on September 20, 1846. After the walls had been breached, Captain Braxton Bragg's guns entered into the street fighting, firing pointblank at the Mexican snipers. After a long, bitter fight, the Mexicans were forced from the buildings to the plaza. Concentrated there, they were bombarded through the night by mortar and artillery fire. At dawn the Mexicans surrendered.

Meanwhile, Santa Ana, who had assumed control of Mexico as Dictator General, marched to meet Taylor at Buena Vista.

The Battle of Buena Vista on February 23, 1847 hung in the balance for hours, but Bragg's artillery galloped into action at the crucial point on the battlefield and swung the momentum to the Americans, who finally repelled the Mexicans, inflicting 2,000 casualties.

The weapons used by the American artillery were the 6 and 12 pound guns, the 12-pound mountain howitzer, and the 12-pound field howitzer, the 24 and 32 pound howitzers, and the 8-and 10-inch mortars.

## **CIVIL WAR**

The relations between the Northern and Southern States steadily worsened during the 1850's. After the election of Abraham Lincoln in 1860, seven Southern States seceded from the Union and confiscated all US government property within their borders. President Lincoln resupplied the garrison at Fort Sumpter off the South Carolina coast, an act that was considered aggressive by General Pierre G. T. Beauregard, the local Confederate commander. The Confederation demanded the garrison at Fort Sumpter to surrender and was politely but firmly rejected. On April 9, 1861, the shelling of Fort Sumpter and the American Civil War began. Lincoln declared the seven Southern States in insurrection against the laws of the United States and blockaded the entire coast, from South Carolina to Texas, with naval vessels. These actions prompted four more of the slaves States to leave the Union and join the Confederacy.

Artillery had an important role in the Battle of Shiloh. Toward the end of the first day of the battle, the Rebels overran the Federal lines and were on the verge of victory. Then 10 Union batteries were hastily collected and put into positions. Their massed fires aided by fires of the heavy pieces of two gunboats in the Tennessee River beat down the attacking Southerners.

In a classic artillery battle of the war on July 1 1862, during General George McClellan's drive against Richmond, Colonel Henry Hunt, McClellan's brilliant young chief of artillery emplaced an arc of 340 guns on the summit of Malvern Hill. As General Robert E. Lee ordered a charge against the hill, Hunt, in a masterly display of fire coordination controlled a group of 60 cannons as if they were one battery and leveled the charging divisions brigade by brigade, causing 5,000 casualties. Simultaneously, he had his heavy artillery firing on the Confederate batteries. The Union was victorious, but the next day McClellan retreated as he had after all preceding engagements.

At the second Battle of Bull Run, Southern artillery brought 175 guns into action against the Federal troops. Colonel Hunt was not present to direct the efforts

of the artillery of the North. In this action, the Rebel batteries were all in the right place at the right time. General Thomas "Stonewall" Jackson's Divisional Artillery supported him ably until he closed with the Union troops. Jackson's column bent at the counter-attacking Union troops and opened fire upon their exposed rear flank. These artillery valleys hamstrung the surge of the Blue, and Jackson's slashing charges drove the Union troops from Bull Run for the second time.

In the Battle of Antietam on September 17, 1862, vicious pointblank artillery fire resulted in 12,400 Union casualties and 8,000 Confederate casualties. In the battle near Fredricksburg two federal divisions were attempting a river crossing. A Southern artillery captain, John Pelham, with one section, held the divisions at bay for almost an hour.

At Chancellorsville on May 2, 1863, Stonewall Jackson's division skirted the Union right flank but was prevented from completely destroying the Union forces by an Ohio battery under the command of Hubert Dilger. The Ohio Cannoneers checked Jackson's charge long enough to allow the Union troops to fall back and regroup.

As an aftermath of Chancellorsville, the Union chief of artillery was given authority to reorganize his artillery. Batteries were grouped in battalions; battalions in brigades. Horse artillery was increased. Efforts were made to make up the shortages of officers and noncommissioned officers.

By 1863 the war had entered into the professional phase. The troops were well trained and had ample combat experience. Officers generally mastered their jobs and were able to deploy their forces skillfully in accordance with the day's tactical principles.

Encouraged by their victory at Chancellorsville, General Lee and President Davis were anxious to invade the North. Meanwhile, President Lincoln had placed a priority on the destruction of the Army on Northern Virginia-Lee's Army. The stage was set for the Battle of Gettysburg: a 3-day holocaust which was largely unplanned and uncontrolled.

Outposts of both armies clashed during the afternoon of June 30 near the quiet town of Gettysburg, Pennsylvania. The terrain in the area included rolling hills and broad, shallow valleys. Roads leading to Harrisburg, Philadelphia, Baltimore, and Washington and the mountain passes to the west converged at Gettysburg. The local commanders sent reports and recommendations to their superiors, who relayed them upward, so that both armies, still widely dispersed, started moving toward Gettysburg.

Unlike Booker, General George Meade, the commander of Union troops, understood the value of artillery. General Meade placed in General Bunt, his

artillery commander, the confidence he deserved. Bunt directed 370 guns to Gettysburg. He established guards for his artillery trains and directed that a liaison orderly be sent from each battery to brigade headquarters. For this battle the artillery chief established a basic load of 270 rounds per weapon; about 100 rounds per weapon (or 32,781) were expended. The army of Northern Virginia had 272 guns of various calibers with unreliable ammunition.

The Battle of Gettysburg reached its climax with General George Pickett's charge. Fifteen thousand men emerged from the woods and, as if in parade, began the march toward Cemetery Ridge. The assault force, 47 regiments, moved at a walk until it neared the Union lines and then broke into a run. Federal artillery opened fire, infiltrating the Gray ranks. Despite heavy casualties, the Confederates kept their formation until they were intermingled with the Northerners. Rebel riflemen flung themselves on smoking Union cannons firing pointblank, bayonets stabbing, taking vengeance on the cannoneers. Battery commanders and their crews died at their guns. The Blue infantry closed in and pushed the Confederates back. As the Confederates retreated, the Federal artillery beat at their backs, taking a deadly toll.

Lee stacked his army moving back toward the Potomac. He must have known that the best he could do was delay the inevitable. The armies had suffered a total of 51,000 casualties in the 3 days at Gettysburg, with the preponderance on the Southern side. The old muzzle-loading smooth bore cannon had caused the bulk of the Confederate casualties; however, flanking fire from rifled batteries had been used very effectively. The rifled battery's advantage of range, and the new fuzes, which caused the projectiles to detonate on contact, demonstrated the great potential of rifled field artillery.

Mr. Lincoln was elated over General Meade's victory. He thought the war could be ended in 1863 if Meade would launch a resolute pursuit and destroy Lee's army before it could cross the Potomac and get back into Virginia. However, Meade's army was too mangled for aggressive pursuit, and Lee slipped away.

General Grant took Vicksburg on July 4, 1863, after a long artillery siege. The victories at Gettysburg and Vicksburg sounded the death bell of the Confederacy.

After the Civil War, most artillery units were disbanded or reorganized. Artillery played a very small part in the Indian wars; the guns were usually used to deliver covering fire from forts. Mortars were used against Indians entrenched in the California lava beds during the Modoc outbreak of 1872-73. The only major use of cannon was against Chief Joseph and his Nez Perce' during their fighting retreat to Canada in 1877.

The Prussian Army had developed a smokeless powder for artillery pieces, but for economic reasons the United States Army continued to use black powder until its stock was exhausted.

Artillery material commenced to advance. Elevating, traversing, and sighting mechanisms were invaluable innovations; rifled cannons replaced the smoothbores; and breech loading superseded muzzle loading. Fixed or semi-fixed ammunition was used for the light pieces. Time and impact fuzes were improved. With the new sighting mechanism came indirect laying, which had been employed in a few instances in the Civil War. Indirect laying replaced, except on rare occasions, the old direct or pointblank method of engagement.

The French 75mm was invented in 1897. Its hydropneumatic recoil system made all other cannons obsolete and forced other nation to redesign their ordnance as soon as they could penetrate the closely guarded secret.

The US Army, however, retained the 3.5-inch gun and later the 3-inch gun as the standard field piece until 1917. From 1900 to 1916, the political atmosphere prevented any investment of monies for updating the Army's weapon. In 1911, the School of Fire of the Field Artillery was established at Fort Sill, Oklahoma. A succession of commandants slowly overcame grave shortages in personnel, quarters and classrooms, and developed it into an efficient and extensive artillery school.

## **WORLD WAR I**

World War I raised artillery to a new level of importance on the battlefield. When the United States entered the war in 1917, the condition, the training, and the discipline of the American field artillery were nothing short of chaotic.

Unprecedented American production and ample Allied support provided the weapons with which the American artillery had to fight. Material used by the Americans was mostly French, and during the war only 100 American weapons saw action. The French alone contributed 3,834 field pieces and mortars, as well as 10 million rounds of ammunition. The old 3-inch gun, the Army possessed only 600 at the beginning of the war, was replaced by the French 75mm gun. The French 75mm gun was the best of its type. Its recoil system worked on glycerin and air, it was easy to aim, and it could be fired more rapidly than other artillery pieces. It was able to shred infantry columns to pieces but was unable to penetrate reinforced earthworks. Germany had about 3,500 105mm and 155mm howitzers; France, about 300.

The years before the American entry into the war had seen several developments in the art of warfare on the Western Front; trench warfare had brought about the reintroduction of the mortar. Old-fashioned shrapnel had been

replaced by high-explosive shells. Gas shells had been used in action by the Germans in 1915, and the Allies had followed their example. Although light artillery was still horse drawn, trucks were coming into use to draw heavier pieces.

In late 1917, American troops moved into quiet sectors of the Western Front. The honor of firing the first American artillery round in the War went to Battery C, 6th FA Battalion (later 2d Battalion, 6th Artillery, 3d Armored Division) on 23 October 1917.

In the spring of 1918, American troops were thrown in at Chateau-Thierry to halt General Erich Lundendorff's massive offensive. Counterattacking under a heavy artillery barrage, they cleared the Germans out of Belleau Wood in 2 weeks of hard fighting.

The capture of plans for a reopening of the German attack in the Champagne region on the eve of July 4 enabled Allied artillery to lay down a devastating barrage 1 hour before the enemy's guns were scheduled to commence their preparation for the attack. The 75mm guns of the 42d Division, standing hub to hub, joined the artillery of the Allies in shredding the German assault. The 38th and 3d Divisions stood firm on the Marne despite the ferocity of Germany's last desperate gamble for victory.

Finally, the enemy fell back and a massive Allied attack was launched in the direction of Soissons, while the Saint Mihiel salient, which the Germans had held for years, was sealed off by American troopers including those led by the great artilleryman General Charles P. Summerall.

Again, artillery played a key role. About 3,010 guns of 26 calibers and 46 models poured 74 types of ammunition into the salient in the 4 hours and 45 minutes prior to the attack. Altogether, 838,019 rounds of ammunition: high-explosive, smoke, and non-persistent gas, were expended in a single battle. The careful preparation of the attack and the air superiority, which had been achieved, paid off in terms of 16,000 German prisoners and 443 artillery weapons captured.

In the final Allied offensive of the war, the First and Second US Armies, operating between the Meuse and the Argonne, were thrown forward against the Hindenburg line. An unprecedented artillery bombardment supported the advancing infantry. The French and American artilleries averaged one gun per eight yards on the front, whereas the enemy could muster only one gun per 25 yards. In the American sector over a quarter of a million rounds rained down on the enemy in the first day of the attack alone.

Stunned, but taking a heavy toll of American troops, the enemy pulled back. By the end of October, the last German defensive stronghold, the Kriemhilde

Stellung, had been reached. Blasted by the massed fire-power of divisional, corps, and army artillery directed by careful aerial observation, the enemy offered little resistance to the infantry attack, which followed the 2-hour barrage of October 31, 1918. The Allied forces rushed for Sedan and the German border. On November 11, 1918, the German government capitulated.

World War I saw the development of a variety of new techniques and devices of destruction. Tactics during this war included preparation fires, which lasted anywhere from 4 hours to 16 days. The introduction of the chemical shell, the appearance of massive and effectively controlled artillery barrages, and the new dimension added to combat by aerial observation were among the most significant advances relevant to artillery. Most important of all, the artillery established itself as the greatest killer on the battlefield, inflicting over 75 percent of the total number of casualties suffered by the enemy.

## **WORLD WAR II**

Beginning in 1935, the Armed forces received substantially larger appropriations, which permitted them to improve their readiness for action. Army improvements during the next 3 years reflected not only the increasingly critical international situation but also the careful planning of the War Department during General Douglas MacArthur's tour of duty as Chief of Staff from 1930 to 1935.

During this time horses were replaced by vehicles as the means of transport for the artillery. Mortars and howitzer companies were assigned to the infantry to provide close support. A growing Air Corps was learning to support the ground forces with firepower. Methods of parachuting equipment, to include disassembled pack howitzers, were devised.

Part of the United States' preparation for the coming conflict was the establishment of the Artillery Officer Candidate School (OCS) at Fort Sill, Oklahoma, on July 10, 1941.

Originally the Artillery OCS consisted of a 13-week training program administered to warrant officers and enlisted men desiring to become second lieutenants in the Artillery. In 1943 the course was lengthened to 17 weeks.

Weapon developments in the years during World War II (1941-1945) were to dwarf earlier advances. Some improvements were based on the experience of World War I, whereas others were the nautical outcome of scientific progress.

The German use of armor in blitzkrieg tactics stimulated the development of 76mm and eventually 90mm antitank weapons. The 155mm howitzer reached the troops in 1942. The 8-inch howitzer was in action, and the 240mm howitzer soon followed. The introduction of self-propelled pieces increased the mobility of the

artillery, in line with the markedly higher speed of warfare. The development of the variable time (VT) fuse proved to be a significant factor in increasing the effectiveness of both field and anti-aircraft artillery.

The age-old tactics of artillery; mobility, massing of fires, flexibility of control, and accuracy of delivery; had not changed; the advent of the fire direction center resulted in increasingly devastating concentrations of fire. Swift and murderous accuracy was achieved through the use of forward and aerial observers.

The first American encounter with the Germans in Africa pointed out lessons already learned by the British in their desert war with Field Marshal Erwin Rommel. The German 88mm gun first appeared in the Spanish Civil War as an anti-aircraft weapon.

In Africa, Rommel successfully employed it against tanks and personnel. As a result, the heavy British "Matilda" tanks were nicknamed "rolling coffins." American tanks, reaching the British Eighth Army in time for the Battle of El Alamein, cut down the German advantage. Soon the US 90mm rifle was able to match the German 88. German development of flashless, as well as smokeless, powder also increased the hazards of the African conflict.

Yet, the American artillerymen, trained at Fort Sill, were prepared to meet the enemy. When the German tanks broke through the Fail and Kasserine Passes in Tunisia, threatening to encircle the British first Army, the US 9th Infantry Division Artillery was rushed 735 miles in 100 hours from the Algerian port city of Oran into position near Thale in southern Tunisia. At pointblank range American 105s and 155s fought it out with vicious Mark IV tanks operating with Stuka Dive-bomber support. With the assistance of the British Eighth Army, advancing up from Libya, the Americans halted the attack and Africa at least was cleared of the invader.

The Sicilian and Italian campaigns saw no slackening in the artillery's contribution. During the amphibious assault on Salerno, gun crews were stripped to a minimum while artillerymen fought German attacks with rifles and machineguns. Headquarters battery personnel, bandsmen, mechanics, and truck drivers reinforced the most threatened sectors, while artillery fire support continued uninterrupted. The beachhead was held.

On June 5, 1944, General Dwight Eisenhower ordered the Allied invasion fleet of 5,000 vessels against a 50-mile sector on the coast of Normandy. The role of artillery in that invasion was vital and extremely difficult. The problem of getting artillery pieces ashore was not easily solved. The 111th Field Artillery Battalion at Omaha Beach lost all but one gun in the landing, and the advanced group of the battalion died fighting beside the infantry on the beach and in the shallows. The 7th field Artillery Battalion lost six pieces. (111th and 7th Field Artillery Battalions were only two of many field artillery units involved in the Normandy Landings.)



Nonetheless, the formidable fortifications of Hitler's Fortress Europa were pierced before the end of D-Day.

Once the Allies were on German territory, enemy resistance stiffened. In taking Aachen, American artillery had to fire pointblank at German troops in fierce house-to-house fighting. "When the Americans start using 155s as sniper weapons," said the German commander, "it's time to give up." We surrendered the city.

On December 16, 1944, Hitler launched his last offensive. Armored columns broke through the Ardennes, aiming for the Belgian North Sea of Antwerp. Crack German SS troops in American uniforms infiltrated American lines. Cold weather and snow aided the Germans in bringing the Allied advance to a grinding halt. Allied vehicles bearing ammunition and supplies bogged down in the snow. Sled dogs were flown in from Greenland and Labrador.

But when the German SS tanks attempted to force their way through at Monshau, they were met by the massed fire of four battalions of 105mm howitzers, six battalions of 155mm howitzers, one battalion of 4.5-inch guns, and two battalions of 155mm guns. Three times the German armor attempted to break through, but as more battalions of American artillery joined the cannonade, the enemy at last gave way. The single battalion of German infantry, which managed to breach American lines, was quickly crushed.

Spurred by such atrocities as the slaughter of the men of Battery B, 285th Field Artillery Observation Battalion at Malmedy, the Allies blunted the German penetration and finally resumed the march to victory.

On May 7, 1945, with the Allies' attacking them from all angles, German government emissaries surrendered at General Eisenhower's headquarters in Reims, France. May 8, 1945, was declared V-E Day.

In 1946 as a part of the general demobilization, the Artillery OCS was discontinued. The School had commissioned 26,209 second lieutenants since its opening in 1941.

## **KOREA**

As a result of the general mobilization that followed the Communist invasion of South Korea, the Artillery OCS was reactivated at Fort Sill. The course consisted of 23 weeks of demanding training.

In the period between 1945 and the Communist invasion of South Korea on June 25, 1950, improvements in techniques and material had continued. The first American troops that were thrust into Korea fell back to Pusan, a port city in

southern Korea. They formed a protective perimeter around the city and port, and fought for time to allow troops and supplies to arrive. The US artillery was subjected to attack from the front, flank, and rear by North Korean infiltrators.

The Inchon landings and the breakout from the Pusan perimeter caught the North Korean Army between two fires, and it was promptly driven from South Korea. US Forces were struck by Chinese Communist forces, which had been secretly assembled in Manchuria. Again, the artillery was called on to play many roles.

The division artillery of the 2d US Division formed the rear guard in the difficult withdrawal of that division through the Kunu Ri Pass. The 8-inch howitzers of the 17th Field Artillery Battalion were attacked by the Chinese from flanking ridges as the battalion moved along the single traffic-clogged highway to the south. The attacking Communists were beaten off by fire from .50 and .30 caliber machine guns mounted on prime movers and by direct fire from the howitzers themselves. The 17th lost only one 40mm howitzer in the retreat.

American artillerymen had pressure put upon them from their first shot to their last. The Chinese, in order to make up for their lack of artillery, made American battery positions their prime targets. Batteries had to fight off invaders between rounds. One cannoneer of the 159th Field Artillery Battalion suggested that the crossed cannons of the artillery be changed to one cannon and one rifle. Guns were lost in attacks and recovered in counterattacks. Artillerymen were determined to save their guns. The weapons used by the American artillery during the Korean conflict were basically the same as those used during World War II.

In May 1953, a 280mm gun nicknamed "Atomic Annie" fired the first atomic shell, which burst on target 7 miles away. The artillery now had a nuclear mission. This artillery piece is now on display at the Field Artillery Museum, Fort Sill, Oklahoma.

During the 1950s advances were made in the air mode of transporting artillery. Both rotary and fixed-wing aircraft were used to transport as well as parachute artillery pieces previously considered too heavy for this means of deployment.

The Honest John and Little John rockets were developed and were employed by units in the field. The Corporal and Redstone missiles added range and payload to the Army's nuclear delivery system and were deployed in the field. Later these weapons were replaced by the most sophisticated and increasingly effective Sergeant and Pershing missiles.

## **VIETNAM TO TODAY**

Every day of the war in Vietnam bought new tactics. Vietnam, a jungle sequel to the Korean conflict, made the field artillery diversify and change to unconventional warfare. Gone were the FEBA (forward edge of the battle area), or fixed lines and adjacent battery positions of World Wars I and II. In Vietnam, up to 50 percent of the missions were fired in close support of friendly troops where as the slightest error could result in injury to friendly troops or noncombatants. Other factors peculiar to Vietnam were the necessity for a 6,400-mile firing capability, ever present friendly aircraft, and use of improved conventional munitions.

Yet with the ever-changing situation, the American artillery was repeatedly successful adapting.

The standard divisional field artillery weapon used in Vietnam was the 105mm howitzer used in World War II and Korea; however, several carriages were used: a low profile lightweight carriage for airborne units, the standard carriage used during World War II and Korea for infantry divisions, and the improved self-propelled 155mm howitzers and one battery of self-propelled 8-inch howitzers were assigned at division level and additional 155mm and 8-inch howitzers and self-propelled 175mm guns at corps level.

With technological advances in command, control and communications, automated data processing, giant steps in increasing the lethality of munitions and laser technology, another revolution in field artillery is upon us. This one, however, involves not just the cannon, but the entire field artillery system. From now on, we will see advanced radar and other target acquisition capabilities, laser-guided munitions, extended range howitzers and devastating advancements in rocket and missile capabilities, all tied together by a completely automated command, and control fire direction system.

In support of US Marine units deployed to Lebanon, target acquisition units from Fort Sill were deployed ashore in 1983-84. These units served with distinction utilizing the most advanced radar equipment available in the world. In October 1983, artillerymen of the 82d Airborne Division provided timely and effective fire support to elements of the joint task force rescuing endangered American students on the troubled island of Grenada.

The most recent test of strength of the Field Artillery came in the burning sands of Southwest Asia. In August of 1990, Saddam Hussain launched an invasion into the country of Kuwait, Iraq's poorly defended neighbor. The United States along with many other countries responded with anger. Kuwait would be liberated. U.S. Army and Marine Corps artillery played a major roll in that liberation. This proved to be the first major test of our automated fire direction/control equipment; as well as the first combat testing of the Multiple Launch Rocket System. Both showed themselves to be effective.

Prior to the beginning of the ground war in January 1991 U.S. artillery assets in conjunction with coalition assets rained steel upon the Iraqi positions; denying them resupply, destroying positions, and demoralizing their forces. This in conjunction with the air war that was waged, contributed greatly to the large number of Iraqi soldiers who surrendered instead of facing the might of our maneuver forces. All through the evolution of artillery, from catapult to missile, the purpose has remained the same: to be the most responsive maneuver element of a commander and to assist the other arms, especially the infantry on the battlefield. It must continue to fulfill that mission if our Army is to be successful in protecting our nation's interests.

## **THE AMERICAN FIELD ARTILLERY**

The American field Artillery was born November 17, 1775 when Henry Knox, a 26-year-old Boston salesman, a self-taught artilleryman, was appointed Chief of the Continental Artillery. The artillery of the colonists initially consisted of 21 9-pounders confiscated by a New York militia company that raided a battery on Manhattan Island in August 1775. Private Alexander Hamilton participated in the raid.

Upon assuming command of the Continental Artillery, Knox organized an expedition to proceed to Fort Ticonderoga and bring back to Boston the cannons that had been captured with the fort by Ethan Allen and his Green Mountain Boys. General Washington ordered that "no trouble or expense must be spared to obtain them" (the cannons). By March 2, 1776, 59 cannons had been located in position on Docrhester Heights and Nook's Hill overlooking Boston. Washington ordered bombardment of the city. Thus, began the traditions of the American Field Artillery. On March 17, 1776, the British loaded their troops on the Men-of-War in the harbor and, with Washington's guarantee of safe passage under the guns, set sail the Halifax.

After a series of defeats in the fall, General Washington held a staff conference on Christmas Day to plan an attack against the German mercenaries (Hessians) at Trenton. Colonel Knox suggested that the artillery move in the column with the infantry so that it could be put into action quickly: a unique strategy that was to be utilized to its fullest advantage by Napoleon at a later date.

By 3 a.m. on December 26 the force, including 18 pieces of artillery had crossed the Delaware and landed in New Jersey. Alexander Hamilton, just previously commissioned, marched with his New York artillery company.

In the course of 1-1/2 hours, 40 Hessians were killed and 1,000 captured. The patriots also confiscated six brass cannons, which were added to Colonel Knox's growing artillery corps. The American losses were four dead and four wounded.

On December 28 Colonel Knox was promoted to Brigadier General.

Hamilton saw further action with his artillery company at Princeton, where he personally fired two cannon balls through Nassau Hall, a school that had previously refused his application as a student. Later, Hamilton became aide-de-camp to General Washington. After the colonies had gained their independence, all units except Hamilton's artillery company were disbanded.

Thus, only one unit of the Regular Army of the United States can trace its history back to the Revolutionary War: Alexander Hamilton's company, now designated the 1st Battalion, 5th Field Artillery, a unit of the 1st Infantry Division.

In June of 1778 at the Battle of Monmouth, General Knox massed his guns in concentrations of 8 to 10 pieces. The Americans' aim was accurate and their courage kept them at their guns while the enemy was within musket range. The manner in which the Americans conducted themselves reflected the long hours of training under Knox. In tribute to his artillery, General Washington published in his general orders, "The American Artillerist proved himself a match for the batteries of Britain; the enemy had done them the justice to acknowledge that no artillery could be better served." This was the last general engagement in the north, since the British were too strong for Washington to take the offensive again.

The Battle of Monmouth also witnessed the emergence of one of the stellar figures of field Artillery, Molly Pitcher. Mary Ludwig Hays shared the rigors of Valley Forge with her husband John Hays, but she is far better known for her selfless performance of 28 June 1778. On that hot, dry day Mary carried pitcher after pitcher of water to swab the bores of overheated cannons and to quench the thirst of the busy gunners who dubbed her "Molly Pitcher". Moreover, she carried a wounded Continental to the rear, and upon her return stepped forward to grab a rammer staff and take her wounded husband's place at the cannon. In recognition of her heroism, General Washington issued Molly Pitcher a warrant as a noncommissioned officer, and she became universally known as "Sergeant Molly".

The remaining major artillery action of the Revolutionary War was the final confrontation at Yorktown. In this final battle, Cornwallis found himself between the French fleet in the Chesapeake Bay and the combined American and French armies under the command of General Washington to his front. On October 9, 1781 the allies opened the bombardment. During the artillery siege General Marquis de Lafayette, who had come to regard himself as an American, enthusiastically shouted above the roar of cannon, "We fire faster than the French. Upon my honor I speak the truth, American Artillery, one of the wonders of the Revolution." The infantry moved forward to within 400 yards and secured an advanced position, into which the artillery moved. At this range the combined artillery poured a devastating stream of iron into the cramped and crowded enemy. Finally, on the 17th of October, Cornwallis surrendered.

## **THE FIELD ARTILLERY SCHOOL**

The origin of the U. S. Army Field Artillery school can be traced back to the 1907 reorganization of the Artillery Corps and to the character of Fort Sill at that time. Fort Sill was considered the best location for a field artillery school, since its 15,000 acre reservation allowed ample room for target practice and its great variety of terrain offered an excellent area for different types of tactical training. In addition, the Post had already assumed the character of the home of artillery in that a large number of artillery units were assigned there.

Captain Dan T. Moore organized the first artillery school, the U. S. Army School of Fire, in 1911. Literally hundreds of thousands of artillerymen have been trained at Fort Sill since the inception of the school. Some 12,000 officers completed training between 1917 and 1918. Of those, 5,200 were the products of a newly formed officer candidate school. During the period 1940-1945, a total of 109,000 military personnel were trained. The Korean conflict and more recently, the Vietnam War have seen similar large numbers of artillerymen trained at the home of the artillery.

The Artillery School has undergone numerous reorganization, expansions, and name changes since 1911. After the initial expansion caused by the U. S. involvement in World War I, it was renamed the Field Artillery School. In 1924 the School and Fort Sill were consolidated under a unified command and the Post was committed to the total support of the School. In 1930, Fort Sill was designated as its permanent home.

In 1946 the Artillery Center was established at Fort Sill. This Center consisted of three separate artillery schools: the original Field Artillery School was renamed the Artillery School and remained at Fort Sill, the Anti-Aircraft and Guided Missile School was established at Fort Bliss, and the Seacoast Artillery School was established at Fort Scott. All three schools were under the direction of the Artillery Center.

The Artillery Center was redesignated the Artillery and Guided Missile Center on April 13, 1955 and the two remaining artillery schools were renamed the Artillery and Guided Missile School (Fort Sill) and the Anti-Aircraft and Guided Missile School (Fort Bliss). On 1 July 1957, the Artillery and Guided Missile Center was renamed the U. S. Army Artillery and Guided Missile School became the U. S. Army Artillery and Missile School. In 1969 the school was redesignated the U. S. Army Field Artillery School.

## **III CORPS ARTILLERY**

III Corps Artillery is the Army's largest and most diverse Corps Artillery Organization in the free world. Presently, III Corps Artillery is comprised of four field artillery brigades.

Within III Corps Artillery, there are four 155mm and two 8 inch howitzer battalions, six MLRS battalions, one maintenance battalion, and a field hospital, for a total of approximately 9000 personnel. III Corps Artillery's present mission is combined with both combat readiness and the ability to deploy to all parts of the world and to provide support to the Field Artillery School and Fort Sill.

Headquarters and Headquarters Battery, III Corps Artillery was first activated on July 5, 1918 at Camp Custer, Michigan, as Headquarters, 14th Field Artillery Brigade. The brigade was demobilized on 18 February 1919. On March 24, 1923, under the designation of Headquarters and Headquarters Battery, the 14th Field Artillery Brigade was reconstituted in the inactive list of the Regular Army. World War II saw the activation list of the Headquarters and Headquarters Battery, 14th Field Artillery Brigade, on March 23, 1942 at Camp Haan, California, and its redesignation as Headquarters and Headquarters Battery, III Corps Artillery on 10 August 1943. III Corps Artillery landed in France on September 25, 1944 and participated in Rhineland, Ardennes-Alsace, and Central Europe Campaigns. In July of 1945, III Corps Artillery was returned from Europe and the unit was inactivated at Camp Polk, Louisiana, in Headquarters and Headquarters Battery, III Corps Artillery was again activated at Fort Hood, Texas, and in August 1962 was transferred to Fort Sill, Oklahoma.

In October 1978, Headquarters and Headquarters Battery, III Corps Artillery, was inactivated and the Artillerymen of the battery became members of the Field Artillery Section of III Corps Headquarters with duty location at Fort Sill. The unit was also designated as Headquarters, III Corps Artillery (Provisional) commanded by a brigadier general. Headquarters and Headquarters Battery (Provisional) was reactivated on January 16, 1984. On March 18, 1987 Headquarters Battery was activated at Fort Sill, Oklahoma.

## **THE FIELD ARTILLERY TRAINING CENTER**

The Field Artillery Training Center is the Army's single training manager responsible for all skill level entry training of cannoneers and missile crewmen to meet the Field Artillery needs on a world-wide basis.

To fulfill the need for replacements during the Korean conflict, the Field Artillery Replacement Training Center was established at Fort Sill in 1950. This organization was deactivated in 1953, and the Artillery Training Center was formed at Fort Chaffee, Arkansas, under the 5th Armored Division. It was not until 23 April 1959 that Fort Sill became the permanent home for artillerymen. On this date the Artillery Training Center was formed with the activation of the 1st, 3rd, 4th, 6th and 7th Battalions.

In July of 1973, the first AIT Brigade, USAFATC, Field Artillery was folded into the U. S. Army Field Artillery School to become part of the Field Artillery School Brigade.

In anticipation of the newly assigned One Station Training Mission, the Artillery Training Center was reestablished as a separate major command at Fort Sill on 1 July 1975.

Early February of 1976 ushered in a new era for the Field Artillery Training Center. One Station Training (OST) became a reality at Fort Sill, with the initiation of both basic combat training (BCT) and One Station Unit Training (OSUT) for all 13B Cannon Crewmen. In June 1978, five more MOSs were converted to the OSUT concept: 13E, Fire Direction Specialist; 13F, Fire Support Specialist; 15D, Lance Missile Crewman; 15E, Pershing Missile crewmen, and 82C, Field Artillery Surveyor. But during the early 1980's, the 15D, Lance Missile Crewman and 15E, Pershing Missile Crewman were reclassified to the MOS 13M, Multiple Launch Rocket System.

Currently the largest brigade in the Army, the Field Artillery Training Center has undergone dramatic growth. The trainee population has increased from 5,300 in June of 1980 to the current 18,000 annually. During this same period, cadre population has increased by nearly 600. In order to absorb the additional training load, the FATC has expanded to eight training battalions and activated a new battalion since 1980. Additionally, D Battery, Training Command Battalion was activated to handle the Multiple Launch Rocket System (MLRS) collective training mission.

In the past, the FATC has proven to be a highly resilient and flexible organization. In the future, one may be certain that the FATC will continue to provide the finest training possible for Field Artillerymen.



## **HEADQUARTERS COMMAND**

Headquarters Command is comprised of the officers and enlisted personnel who are assigned, attached or serving special duty assignments with the Center Staff of the United States Army Field Artillery Center and Fort Sill. The mission of the Headquarters Command is to command and administratively control assigned and attached units; to provide administrative, billeting, training, military discipline, messing, welfare activities and logistical support for the Fort Sill Center Staff and other agencies as directed.

In 1902, all post support functions were consolidated and designated as the Fort Sill Center Staff. Since that time, the Center Staff has played a large and significant role in the growth of both Fort Sill and the U. S. Army. The Center Staff has been involved in the formation of three Army Service Schools. The Army Artillery Missile School was founded here, moved in 1918 to Fort Bliss, Texas, and later became known as the Air Defense Artillery School. The Army School of Musketry was founded here but later moved to Fort Benning, Georgia, and was renamed the Army Infantry School. Of course the Center Staff was also actively involved in the development of the Army Field Artillery School.

Additionally, the Center Staff played a key role in the formation of the Army Air Corps that traces its roots back to Fort Sill. After the U. S. Army Field Artillery School received its official title in 1949, the Center Staff and the School Staff have merged and separated on numerous occasions. As such, the Center Staff has been very much involved in the development and improvement of Field Artillery equipment and tactics that have taken place during the past 40 years.

In recent years, the Center Staff has played an important role in supporting the Korean and Vietnamese Conflicts, as well as the Vietnamese and Cuban Refugee Resettlement Operations. The Headquarters Commandant Command received its official designation as a command with the 1980 TDA.

## **THE 17TH FIELD ARTILLERY BRIGADE "THUNDERBOLTS"**

The 17th Field Artillery Brigade was initially constituted on 31 July 1918 as an element of the 17th (Thunderbolt) Division. The brigade was formally organized on August 1918 at Camp Bowie, Texas.

The brigade was demobilized on 8 February 1919 at Fort Sill, Oklahoma following the conclusion of World War I.

On October 1933, the Headquarters and Headquarters Battery, 17th Field Artillery Brigade was reconstituted as part of the regular Army of the United States. Activation took place at Fort Sill, Oklahoma on 19 January 1943.

The brigade was redesignated on 13 March 1944 as Headquarters and Headquarters Battery, VII Corps Artillery and served in Europe during the latter stages of World War II. The unit was inactivated on 15 November 1945 at Fort Ord, California.

The Headquarters and Headquarters Battery, VII Corps Artillery was again activated on 22 January 1951 at Fort Campbell, Kentucky. The unit subsequently served in the Federal Republic of Germany until inactivated on 21 June 1975.

The unit was redesignated as Headquarters and Headquarters Battery, 17th Field Artillery Brigade on 22 August 1978 in Augsburg, Federal Republic of Germany.

The honors of the 17th Field Artillery Brigade Headquarters Battery include five campaign participation credits earned during World War II.

The Brigade returned to the United States as part of the Enhanced CONUS Contingency Capability on 15 January 1992 after 14 years of distinguished service in Europe to join III Corps Artillery at Fort Sill, Oklahoma.

## **THE 75TH FIELD ARTILLERY BRIGADE "DIAMOND BRIGADE"**

Headquarters and Headquarters Battery, 75th Field Artillery Brigade was originally formed under the organized reserves as the 509th Coast Artillery (Antiaircraft) on 21 July 1921, at Seattle, Washington. On 1 July 1940, it was activated and redesignated as the 75th Coastal Artillery (Antiaircraft) at Fort Lewis, Washington.

After reorganization on 20 February 1944, the unit became Headquarters and Headquarters Battery, 75th Field Artillery Group (Antiaircraft), was reactivated at Fort Irwin, California, and remained at that station until it relocated to Fort Sill on 19 June 1970. On 15 March 1972, it was redesignated as the 75th Field Artillery Group under III Corps Artillery. Then on 16 March 1981, the Group was redesignated as Headquarters and Headquarters Battery, 75th Field Artillery Brigade.

The 75th Field Artillery Brigade deployed to Saudi Arabia in September 1990. The Brigade was task organized under XVIII Airborne Corps Artillery in support of defensive operations during Desert Shield. In January 1991, the Brigade was task organized under VII Corps Artillery in support of offensive operations. The 75th Field Artillery Brigade supported both VII Corps main efforts providing fires for 1st Infantry Division (Mech) during their breaching operation and while supporting the 1st Armored Division, helped deliver the "Knock Out Punch" by destroying elements of the Republican Guard Force. The brigade is credited with firing the first shot in anger for VII Corps, firing the first Army Tactical Missile (ATACMS), having the first National Guard unit to fire during Desert Storm, and firing 278 missions with 7,123 rounds/rockets. Receiving no casualties, the 75th Brigade re-deployed back to Fort Sill in April 1991.

Today, the 75th Field Artillery Brigade continues the mission of maintaining combat readiness in support of selected worldwide operations and providing support to the U.S. Army Field Artillery Center and School. To perform these missions, the Brigade is currently organized with one 155mm self-propelled battalion, one 8-inch self propelled battalion, and the first Multiple Launch Rocket System (MLRS) battalion in the United States Army. The motto of the Brigade is "TAUT LANYARDS".

The Brigade is credited with campaign participation in the Asiatic-Pacific Theater during World War II, the defense of Saudi Arabia, and the liberation and defense of Kuwait.

The unit colors are scarlet and yellow, which are the colors associated with the Artillery. The field artillery piece symbolizes the unit's firepower capabilities and

mission. The lozenge refers to the 75th Field Artillery Brigade's nickname, "Diamond Brigade".

## **THE 212TH FIELD ARTILLERY BRIGADE "COURAGE AND COMMAND"**

Headquarters and Headquarters Battery, 212th Field Artillery Group was organized and activated on 20 April 1944 at Fort Riley, Kansas and assigned to XVI Corps. The Group was authorized 17 officers and 81 enlisted men. The majority was provided by the 97th Infantry Division.

The 212th Group, under the original organization, consisted of four truck drawn 105mm howitzer battalions. These were: 393rd Field Artillery Battalion, 394th Field Artillery Battalion, 401st Field Artillery Battalion, and 424th Field Artillery Battalion.

In July Of 1944 the group was assigned to XXXVI Corps and in the latter part of November 1944 the battalions were reassigned to other stations in the United States, and the Group Headquarters prepared for assignment to duty in Europe. The advance party departed from Fort Riley on 24 December 1944.

The Group's activities during World War II show that it was assigned to or controlled by XXII Corps, and that it participated in the Central European Campaign.

The Group operated with the 94th Infantry Division, a reserve division from the state of Massachusetts, and was located in the general vicinity of Aachen, in northern Germany. At various times during the war the following units were attached: 670th Field Artillery Battalion, 747th Field Artillery Battalion, 759th Field Artillery Battalion, 774th Field Artillery Battalion, 791st Field Artillery Battalion, 542nd Anti Aircraft Artillery Battalion, and 3rd Company, 22nd Belgian Fusillier Battalion.

During the last days of World War II, the Group Headquarters and its two remaining battalions, the 759th and the 774th Field Artillery Battalion were active in the control and round up of prisoners of war and in the border patrol activities. The Group was inactivated in Germany on 30 April 1946.

The Group was reconstituted on 17 September 1958 as Headquarters and Headquarters Battery, 212th Artillery Group, and allotted to the Regular Army. The same order activated the group on 15 October 1958 in Germany, and assigned it to United States Army, Europe. The group was further assigned to Seventh Army, and attached to V Corps with the mission of administrative supervision and tactical control of its attached battalions. These have numbered up to seven at any one time, and have included 8 inch and 155mm Howitzer, 280mm Gun, Honest John Rocket, Corporal Missile, 75mm Skysweeper, and 40mm Anti Aircraft Artillery Battalions.

The Group's location until April 1968, was Fliegerhorst Kaserne, near Hanau Germany.

In the Fall of 1967, the Group was designated as one of the units scheduled to redeploy to Fort Lewis, Washington under project REFORGER.

The 212th Group retained its NATO commitment and trained at Fort Lewis and the Yakima Firing Center.

In June 1972, OP Plan 2-72 was published relocating the 212th Field Artillery Group from Fort Lewis, Washington to Fort Sill, Oklahoma and Fort Knox, Kentucky. The 2d Battalion, 18th Field Artillery, 3rd Battalion, 18th Field Artillery and the 2d Battalion, 37th Field Artillery going to Fort Sill and the 2d Battalion, 34th Field Artillery going to Fort Knox, Kentucky. By 15 Aug, all elements of the 212th Field Artillery Group had relocated and became operational on the 6th of September 1972. The rear detachment closed out at Fort Lewis, Washington the same date.

The 20th of April, the day of original organization and activation, has been selected as Unit Day or Organizational Day for the 212th Field Artillery Group.

## **THE 214TH FIELD ARTILLERY BRIGADE "NATURALLY WE LEAD"**

The 214th Field Artillery Group was constituted on 3 February 1944 and was assigned to XXI Corps, Fourth U.S. Army, at Fort Polk, Louisiana. The organization was activated on 17 April 1944.

After activation at Camp Van Dorn, the unit moved to Fort Sill, Oklahoma, on 18 November 1944 for training. The unit was moved to Europe, Camp Twenty Grand, France, on 21 April 1945. European assignments included Simmern, Neidormendig, Bassenheim, and Trier, Germany. After being assigned twice in France, at Camp Atlanta and Camp Lucky Strike, the unit returned to CONUS at Camp Kilmer, New Jersey. On 12 November 1945, after moving to Camp Shelby, Mississippi, the 214th Field Artillery Group was inactivated.

The 214th Artillery Group remained inactive until 15 October 1958 when it was allotted to the Regular Army. The unit was assigned to the United States Army Artillery and Missile Center, Fort Sill, Oklahoma.

On 15 March 1972, the unit was redesignated as the 214th Field Artillery Group. On 5 July 1979, the three missile battalions of the United States Army Field Artillery Missile Group Number 9 were reassigned to the 214th Field Artillery Group. On 15 September 1979, the 214th Field Artillery Group was redesignated as the 214th Field Artillery Brigade.

Today, the 214th Field Artillery Brigade is assigned to III Corps Artillery. Units assigned to the 214th Field Artillery Brigade are: 3-9th FA (MLRS), 3-17th FA (155MM, SP), 5-17th FA (MLRS), 19th Maintenance, and 47th Combat Support Battalion (Provisional), which includes the 47th Field Hospital, 15th Transportation Company, 61st Ordnance Detachment (EOD), 69th PSC, 215th Finance, 2/258 Aviation Regiment, and Co B 62d Engineers. The brigade provides Fort Sill and III Corps Artillery with maintenance, transportation, medical, engineer and finance support while it maintains a high state of combat readiness in preparation for worldwide contingency deployment.

## **FIELD ARTILLERY BOARD/TEXCOM**

The United States Army Field Artillery Board dates back to 1776 when General Knox recommended that a Board of Ordinance be established to direct all matters respecting artillery and artillery stores.

The Artillery Board was at Fort Riley until 1913 when it moved to Fort Sill, where the Artillery School of Fire had been established two years earlier. At Fort Sill, the Board became involved with testing and evaluating tactics as well as material. One such test in 1914 was to evaluate the use of the AEROPLANE in conjunction with artillery fire.

From 1945 to 1948, the Board was restructured to establish service test sections. Based upon this restructuring, today's Air Defense Artillery Board, Communications and Electronics Board, Army Aviation Board, and Airborne board were established.

In June 1954, the Board (and 235,844 pounds of equipment) was moved back to fort Sill and into McIntyre Hall, where we are currently located today. The purpose of the move was to facilitate coordination and the interchange of ideas and information between the Board and the Field Artillery School. This interchange of ideas and information is the catalyst that sparks the developmental process.

In 1975, the Field Artillery Board, along with the other branch oriented boards, was reorganized under the Training and Doctrine Command (TRADOC) and directed to report its testing activities to the Deputy Chief of Staff for branch oriented schools and the test and evaluation boards under TRADOC and charged then with developing the initiatives required for resting and providing the test agency. The Department of the Army Readiness Command (DARCON) Command (FORSCOM) was charged with providing the "typical" user troops and equipment to support the testing effort.

In October 1988, the unit was reorganized as TEXCOM under TRADOC. In November of 1990, it became the TEXCOM Fire Support Test Directorate under Operational Test and Evaluation Command stationed at Fort Sill, Oklahoma.



## **U.S. ARMY MEDDAC "CONSERVE FIGHTING STRENGTH"**

The MEDDAC traces its beginning to January 1869, when the Fort was occupied as a base of operations, against the Indians by General Sheridan. Basic field medical care was provided in tents to the troopers of the 10th United States Cavalry.

A permanent 24 bed Post hospital was completed in March 1875. The building consisted of a central two-story administration block and mess, with ward wings to its east and west, and an observation tower above.

In 1889, an Apache Prisoner-of War Hospital was constructed at the rear of the Post Hospital. It was the first general Indian Hospital established in Oklahoma. The famous Apache Chief Geronimo died there of pneumonia on 17 February 1909. The building was used as an Indian Hospital until 1914.

A 36 bed ward was added to the West End of the hospital in 1913, raising its capacity to 60 beds. During WWI, a complete, temporary hospital of 500 beds and ten wards was constructed around the Post Hospital. After the war, the temporary hospital was demolished in 1918. An additional hospital ward and specialized clinics were added to the east in 1925. As a result of Fort Sill being designated the permanent home of the Field Artillery School, extensive additions were begun on the hospital. An administrative building, Nurses' Quarters, and the Medical Detachment Barracks were completed by 1936. These buildings are still in use today.

During WWII, it again became necessary to expand the hospital, and in 1941, a cantonment type "Annex Hospital" was constructed near Gate 2. It gave the Post hospital an additional 1200 bed capacity. The "temporary" annex continued in partial use as a medical facility for many years past its planned life.

Construction of a 250 bed hospital was begun in July 1962. That hospital, building 4700, was dedicated in October 1965 in honor of Major General Charles Ransom Reynolds. It replaced two facilities, the cantonment hospital near Gate 2 and the main hospital across from McNair Hall.

In September 1986, construction of Phase 1 of a new replacement facility began. The 212,000 square foot Outpatient Clinic was opened on 20 June 1989. Phase II construction began in January 1990. Phase II consists of an Ancillary Support Building and the Inpatient tower designed to accommodate 157 operating beds, and to expand to 247 during mobilization. The completed replacement facility was rededicated on 13 May 1994.

## **U.S. ARMY DENTAC “SERVING THE SOLDIER”**

This year marks the 100th year of continuous dental service being offered to the soldiers stationed at Fort Sill. A civilian dental practitioner set up his practice at Fort Sill on July 9, 1894, and the first commissioned Army dentist arrived here at Fort Sill in 1904, after Army dentistry was first authorized by an Act of Congress on February 2, 1901. The first dental clinic began major expansion in concert with other troop support facilities during WWI, WWII, and the Korean Conflict. During Operation Desert Shield and Storm, DENTAC worked around the clock to process 12,000 soldiers for deployment.

"Serving the Soldier" is the motto on the USADENTAC, Fort Sill's unit crest. Today's modern dental treatment facilities at Fort Sill is comprised of 75 dental treatment rooms, and are staffed with 21 military and 4 civilian dentists, 38 enlisted personnel and 45 civilian personnel. Dental care is provided for a population of 17,000 active duty personnel and approximately 50,000 other than active duty beneficiaries.

The United States Army Dental Activity, Fort Sill, Oklahoma, is proud of its heritage, and takes pride in the services it performs for the Fort Sill and Lawton communities

## **UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY “SHARPENING THE LEADER’S EDGE”**

The Fort Sill Noncommissioned Officer Academy was established on 5 February 1959 with LTC Morehouse being appointed as the first Commandant. The first pilot course began in April of that year and in May the first 22 students graduated. The first expansion of the program of instruction was in 1963 with the development of the Leadership Preparation Course, a 2 week course in leadership. By 1971 the academy was responsible for the Noncommissioned Officer Academy, the Leadership Preparation School, Instructor Training Course, and the Drill Sergeant School. Due to the many diverse missions for which the academy was responsible, the name was changed to the Fort Sill Institute.

In March of 1973, CSM Lewis became the first enlisted commandant of the institute. The Primary Noncommissioned Officer Course for Combat Arms was started in October 1975. May 1977, only Noncommissioned Officer Courses were being taught at the institute and the name was changed to the Fort Sill Noncommissioned Officer Career Development Center.

On 1 July 1987, the Noncommissioned Officer Education System Battery was consolidated with Noncommissioned Officer Academy, and renamed as the United States Army Noncommissioned Officer Academy at Fort Sill. The objectives of the Noncommissioned Officer Academy is to train NCOs to be trainers and leaders of soldiers who will work and fight under their supervision, to provide tactical and technical competence job training for NCOs, and to improve collective mission proficiency through individual proficiency of NCOs and subordinate soldiers.

The new US Army Noncommissioned Officer Academy is responsible for the training of the First Sergeant Course, Battle Staff NCO Course, Advanced Noncommissioned Officer Course, the Basic Noncommissioned Officer Course, and the Primary Leadership Development Course.

## THE KING OF BATTLE

The United States Field Artillery is regarded as the finest the world has ever seen. Its accurate and devastating firepower is trusted by our comrades and feared by our foes. The rise of the "King of Battle" has not been rapid or easy. Its current status must be attributed to the devotion, determination, and foresight of artillerymen before us. Since medieval times man has recognized the advantage of striking his enemy from a distance. Alexander the Great employed "engines of war" in his siege of Tyre (332 B.C). The invention of gunpowder sometime after 300 A.D. permitted the development of the cannon, adding a new dimension to artillery. During the Hundred Years' War (1339-1453) cannons came into general use; however, they were often regarded as more of a hindrance than help. It was not until the 1600s that artillery began to take its true position on the battlefield. A Swedish warrior named Gustavus Adolphus introduced concepts that remain today. He recognized the need for mobility, massing of fires, and counterbattery action. Frederick the Great adopted Adolphus' principle of light, mobile artillery and used it effectively during the Seven Year's War (1756-1763).

Our own artillery can be traced back to the Military Company of Massachusetts, chartered in 1638. This, the first of many colonial artillery companies, formed the nucleus of what was to become the Continental Artillery. On 13 April 1775, the legislature authorized the formation of an artillery regiment under the command of Colonel Richard Gridley, a former British artillery officer. Shortly thereafter, Gridley was replaced by Colonel Henry Knox, who later became the Chief of Artillery and shaped the artillery for the remainder of the Revolution. The Continental Artillery grew to four numbered regiments by the end of 1776.

The Field Artillery had continued to make a significant contribution to the security of our nation. From 1794 until the present, the Field Artillery has been alternately combined with another branch and separate. It has been combined with the Engineers, Ordnance, Coast Artillery, and Air Defense Artillery. The latest reorganization took place in 1963 when the Field Artillery and Air Defense Artillery were established as separate branches.

During the past 200 years, the United States Field Artillery Arsenal has grown from a few muzzle-loaded pieces to a substantial number of cannons, rockets, and missiles capable of delivering both nuclear and nonnuclear munitions. Members of the Field Artillery have distinguished themselves, their units, and their country in practically every corner of the earth. To retain the status that we now enjoy, it is essential that artillery soldiers continue to meet the challenge of an everchanging world.

## THE LEGEND OF SAINT BARBARA

According to legend, Saint Barbara was the extremely beautiful daughter of a wealthy heathen named Dioscorus, who lived near Nicomedia in Asia Minor. Because of her singular beauty and fearful that she be demanded in marriage and taken away from him, he jealously shut her up in a tower to protect her from the outside world.

Shortly before embarking on a journey, he commissioned a sumptuous bathhouse to be built for her, approving the design before he departed. Barbara had heard of the teaching of Christ, and while her father was gone she spent much time in contemplation. From the windows of her tower, she looked out upon the surrounding countryside and marveled at the growing things; the trees, the animals, and the people. She decided that all these must be part of a master plan, and that the idols of wood and stone worshipped by her parents must be condemned as false. Gradually, she came to accept the Christian faith.

As her belief became firm, she directed that the builders redesign the bathhouse her father had planned, adding another window, so that the three windows might symbolize the Holy Trinity.

When her father returned, he was enraged at the changes and infuriated when Barbara acknowledged that she was a Christian. He dragged her before the prefect of the province, who decreed that she be tortured and put to death by beheading. Dioscorus himself carried out the death sentence. On his way home he was struck by lightning and his body consumed.

Saint Barbara lived and died about the year 300 A.D. She was venerated as early as the seventh century. The legend of the lightning bolt, which struck down her persecutor, caused her to be regarded as the patron saint in time of danger from thunderstorms, fires, and sudden death.

When gunpowder made its appearance in the Western world, Saint Barbara was invoked for aid against accidents resulting from explosions: and since some of the earlier artillery pieces often blew up instead of firing their projectile, Saint Barbara became the patroness of the artillerymen.

Saint Barbara is usually represented standing by a tower with three windows, carrying the palm of a martyr in her hand. Often, too, she holds a chalice and sacramental wafer and sometimes cannons are displayed near her. In the present calendars, the feast of Saint Barbara falls on December 4th.

## THE ARTILLERY ORDER OF MOLLY PITCHER

Mary Ludwig Hays, better known as Molly Pitcher, like so many other artillery wives, shared the rigors and rewards of her husband's military career. But, unlike virtually all other artillery wives, she also distinguished herself in battle. The day of 28 June 1778 was hot and dry, and the patriot cannoneers that serviced the pieces on the battlefield at Monmouth needed water both to cool their guns and quench their thirst. Mary Ludwig Hays earned her nickname "Molly Pitcher" for bringing pitcher after pitcher of refreshing water to the parched troops. Soon after she had carried a wounded Continental soldier on her back to the rear, out of reach of hard-charging Britishers, she saw her husband fall wounded. Without hesitation she stepped forward and took the rammer staff from his hands. Resolutely she stayed at her post in face of heavy enemy fire, ably acting as a matron (gunner). For her heroic role, General Washington himself issued her a warrant as a noncommissioned officer. There after she was widely hailed as "Sergeant Molly". A flagstaff and cannon have been erected at her gravesite at Carlisle, Pennsylvania, and a sculpture on the Monmouth battle monument memorializes her courageous deeds.

Today, the spirit of the gallant "Sergeant Molly" lives on in the Artillery Order of Molly Pitcher, a military society which occupies a central position in the traditions of the United States Field Artillery (this includes the United States Army field Artillery and the Maine Corps Artillery). Its membership is limited to sacrifice and devotion of Molly Pitcher. It links these women in a sisterhood of voluntary contribution that perpetuates the essence and significance of Molly Pitcher, in whom the Order finds its symbolic heart and soul.

An English-Finnish medallion with neck chain and appropriately annotated certificate constitute the award of membership in the Artillery Order of Molly Pitcher. The certificate will bear the signature block of the senior field artillery commander (full colonel or above) in a given field artillery community. An attractive red presentation folder, which is suitable for framing, is an optional part of the award packet. An individual can receive this honor only once in her lifetime.

## **SERGEANT MORALES STORY**

Sergeant Morales was a squad leader for three years in the Engineer Battalion of a U. S. Division. He was the proverbial “98-pound weakling” and had not completed high school – only the GED program. Of Puerto Rican descent, he had only a limited command of the English language. Despite the limitations of his physical stature, lack of formal education, and minority group status, he strove for and achieved the highest caliber of leadership.

Sergeant Morales began his day by coming from his home to the barracks as his squad was awakened. They participated together in PT and work details as well as unit training. Sergeant Morales pitched right in with the disliked drudgery-type details. He led by example, particularly when it meant getting his hands dirty. In his pre-Army life, Sergeant Morales had some experience as a barber. At the end of the month, when money was scarce in his squad, he arranged for his soldiers’ hair to be cut. He kept a pocket notebook with one page for each member of his squad devoted to personal data – problems, family, background, MOS/academic education, etc. At least once per month, everyone in his squad, including wives and girl friends, got together, socialized, and discussed problems at his quarters. In his tenure of three years, his squad had no AWOL’s, a fact which he attributed to knowing his men, keeping them informed, and watching out for their interests. His squad consistently placed “Number One” in the company ATT’s. All of Sergeant Morales’ accomplishments were achieved despite the fact that squad received misfits from other units for rehabilitation.

While in the Division, Sergeant Morales completed high school and the equivalent of two years of college. Sergeant Morales had a lot in his favor, but no special advantages. He just worked at his job to the best of his ability. Sergeant Morales was nothing – but a leader in whom his soldiers believed.

## **SERGEANT AUDIE MURPHY STORY**

Audie Leon Murphy was a legend in his own time. A war hero, movie actor, writer of country and western' songs, and poet. His biography reads more like fiction than fact. He lived only 46 years, but made a lasting impression on American history. Audie was born on a sharecropper's farm in North Texas on June 24, 1924. As a boy, he chopped cotton for one dollar a day and was noted for his feats of derring-do and his accuracy with a gun. He had only 5 years of schooling and was orphaned at age 16. After being refused enlistment during World War II in both Marines and Paratroopers for being too small (5' 5") and underweight (110 lbs), he enlisted in the U. S. Army a few days after his 18<sup>th</sup> birthday. After basic training at Camp Wolters, Texas, and advanced training at Fort George B. Meade, Maryland, Audie was sent overseas. He was assigned to the famous 15<sup>th</sup> Infantry Regiment of the 3<sup>d</sup> Infantry Division where he fought in North Africa, Sicily, Italy, France, and Germany. He earned a battlefield commission for his courage and leadership ability, as well as, citations and decorations including every medal for valor that America gives. He was also awarded three French and one Belgian medals. Lieutenant Audie Murphy is the highest decorated soldier in American history. Discharged from the army on September 21, 1945, Audie went to Hollywood at the invitation of movie star James Cagney. He remained in California for the rest of his life and was closely associated with the movie industry, both as an actor and a producer. He acted in 44 films starring in 39 of them. His best known film was "To Hell and Back," adopted from the best selling book of his war experiences by the same name. Most of his movies were westerns. In 1955, Audie Murphy was voted the Most Popular Western Actor in America by the Motion Pictures Exhibitors. Audie wrote the lyrics to 16 country and western songs, the most popular of which was "Shutters and Boards," written with Scott Turner in 1962. The song was recorded by over 30 pop singers, including Jerry Wallace, Dean Martin, and Porter Wagoner. He was an accomplished poet; unfortunately, only a few of his poems have survived. In 1950, Audie joined the 36<sup>th</sup> Infantry Division ("T-Patchers") of the Texas National Guard and served with it until 1966. He was a Mason and a Shriner and belonged to several veterans' organizations. Audie Murphy was killed in a plane crash on a mountain top near Roanoke, Virginia on May 28, 1971. Fittingly, his body was recovered 2 days later on Memorial Day. Audie could very well be the last American war hero. He is the greatest combat soldier in the 200 year plus history of the United States.



## THE STAR-SPANGLED BANNER

O say can you see by the dawn's early light  
What so proudly we hail'd at the twilight's last gleaming.

Whose broad stripes & bright stars through the perilous fight  
O'er the ramparts we watch'd were so gallantly streaming?

And the rocket's red glare, the bomb bursting in air,  
Gave proof through the night that our flag was still there,  
O say does that Star-Spangled Banner yet wave  
O'er the land of the free & the home of the brave?

On the shore dimly seen through the mists of the deep,  
Where the foe's haughty host in dread silence reposes,

What is that which the breeze, o'er the towering steep,  
As it fitfully blows, half conceals, half discloses?

Now it catches the gleam of the morning's first beam  
In full glory reflected now shines in the stream

'Tis the star-spangled banner - O long may it wave  
O'er the land of the free and the home of the brave!

O thus be it ever when free men shall stand  
Between their loved home & the war's desolation!

Blest with vict'ry & peace, may the heav'n rescued land  
Praise the power that hath made & preserved as a nation!

Then conquer we must, when our cause it is just,  
And this be our motto- "In God is our Trust,"

And the star-spangled banner in triumph shall wave  
O'er the land of the free & the home of the brave.

## THE ARMY SONG

"The Army Goes Rolling Along" is the official Army song and is played on many occasions. You should stand at attention when it is played or sung. The song was dedicated on Veterans Day, November 11, 1956. The music was composed in 1908 by Lieutenant (later Brigadier General) Edmund L. Gruber and was known originally as the "Caisson Song."

### "THE ARMY GOES ROLLING ALONG"

VERSE:	March along, sing our song With the Army of the free. Count the brave, count the true Who have fought to victory. We're the Army and proud of our name! We're the Army and proudly proclaim:
First Chorus:	First to fight for the right And to build the nation's might, And THE ARMY GOES ROLLING ALONG. Proud of all we have done, Fighting till the battle's won, And THE ARMY GOES ROLLING ALONG.
Refrain:	Then it's hi! hi! hey! The Army's on it's way, Count off the cadence loud and strong: for where'er we go, you will always know That THE ARMY GOES ROLLING ALONG.
Second Chorus:	Valley Forge, Custer's ranks, San Juan Hill and Patton's tanks. And the Army went rolling along. Minutemen from the start, Always fighting from the heart, And the Army keeps rolling along.
Refrain:	Then it's hi! hi! hey! The Army's on its way. Count off the cadence loud and strong: For where'er we go, you will always know That THE ARMY GOES ROLLING ALONG.

Third  
Chorus:

Men in rags, men who froze,  
Still that Army met its foes,  
And the Army went rolling along.  
Faith in God, then we're right  
And we'll fight with all our might  
As the Army keeps rolling along.

Refrain:

Then it's hi! hi! hey!  
The Army's on its way,  
Count off the cadence loud and strong:  
(two! three!)  
For where'er we go, you will always know  
That THE ARMY GOES ROLLING ALONG! (Keep it  
rolling!)  
And THE ARMY GOES ROLLING ALONG!

## **THE CHAIN OF COMMAND**

"This chain of command is the most fundamental and important organization technique used by the Army. It is a succession of commander, superior to subordinate, through which command is exercised. This chain is also known as the command channel. It extends from the President, as Commander in Chief, down through the grades of rank to the enlisted persons leading the smallest of Army elements on to their men. Staff officers and administrative noncommissioned officers are not in the chain of command. A simple and direct command channel helps transmit orders from the highest to the lowest levels in a minimum of time and with the least chance of misinterpretation. As used in this regulation, no distinction is made between the terms of commander and leader as the fundamental policies of command and leadership applies at all echelons of the chain of command. The command channel extends upward in the same manner for matters requiring official communication from subordinate to superior. It is Army policy that each individual in the chain of command is delegated sufficient authority to accomplish assigned tasks and responsibilities in the following priority. Accomplishing the mission, and the care of personnel and property. Normally, efficiently accomplishing the mission will help to satisfy the responsibility for personnel welfare. A superior in the chain of command holds subordinate commanders responsible for everything their command does or fails to do. Thus, in relation to a superior, a commander cannot delegate responsibilities; however, in relation to subordinates, a commander does subdivide responsibility and authority and assigns portions of them to various commanders and staff members. In this way an appropriate degree of responsibility becomes inherent in each command echelon. The necessity of a commander or staff officer observing proper channels in issuing instructions or orders to subordinates must be recognized. Constant and continuous use of the chain of command is vital to the combat effectiveness of any Army unit. Every effort must be made to acquaint all individuals with its existence and proper function." (Extracted from Army Regulation 600-20)

**CHAIN OF COMMAND**  
**(TRADOC)**

**NCO SUPPORT CHANNEL**

SERGEANT MAJOR OF THE ARMY  
TRADOC COMMAND SERGEANT MAJOR  
POST COMMAND SERGEANT MAJOR  
BRIGADE COMMAND SERGEANT MAJOR  
BATTALION COMMAND SERGEANT MAJOR  
COMPANY/BATTERY FIRST SERGEANT  
PLATOON SERGEANT  
SQUAD LEADER/SECTION CHIEF

**CHAIN OF COMMAND**

COMMANDER IN CHIEF  
SECRETARY OF THE ARMY  
SECRETARY OF DEFENSE  
ARMY CHIEF OF STAFF  
TRADOC COMMANDER  
POST COMMANDER  
BRIGADE COMMANDER  
BATTALION COMMANDER  
COMPANY/BTRY COMMANDER  
PLATOON LEADER  
SQUADLEADER/SEC. CHIEF

**CHAIN OF COMMAND**  
**(FORSCOM)**

**NCO SUPPORT CHANNEL**

SERGEANT MAJOR OF THE ARMY  
FORSCOM COMMAND SERGEANT MAJOR  
III CORPS COMMAND SERGEANT MAJOR  
III C/A COMMAND SERGEANT MAJOR  
BRIGADE COMMAND SERGEANT MAJOR  
BATTALION COMMAND SERGEANT MAJOR  
BATTERY FIRST SERGEANT  
PLATOON SERGEANT  
SQUAD LEADER/SECTION CHIEF

**CHAIN OF COMMAND**

COMMANDER IN CHIEF  
SECRETARY OF THE ARMY  
SECRETARY OF DEFENSE  
ARMY CHIEF OF STAFF  
FORSCOM COMMANDER  
III CORPS COMMANDER  
III C/A COMMANDER  
BRIGADE COMMANDER  
BATTALION COMMANDER  
BATTERY COMMANDER  
PLATOON LEADER  
SQUAD LEADER/SEC. CHIEF

## **THE SOLDIER'S CREED**

I am an American soldier. I am a soldier of the United States Army a protector of the greatest nation on earth. Because I am proud of the uniform I wear, I will always act in ways creditable to the military service and the nation it is sworn to guard.

I am proud of my own organization. I will do all I can to make it the finest unit of the Army. I will be loyal to those under whom I serve. I will do my full part to carry out orders and instructions given me or my unit.

As a soldier, I realize that I am a member of the time honored Profession, that I am doing my share to keep alive the principles of freedom for which my country stands. No matter what situation I am in I will never do anything, for pleasure, profit, or personal safety, which will disgrace my uniform, my unit, or my country. I will use every means I have, even beyond the line of duty, to restrain my Army comrades from actions disgraceful to themselves and the uniform.

I am proud of my country and its flag. I will try to make the people of this nation proud of the service I represent, for I am an American soldier.

## **THE CREED OF THE NONCOMMISSIONED OFFICER**

**N**o one is more professional than I. I am a noncommissioned officer. A leader of soldiers. As A noncommissioned officer, I realize that I am a member of a time honored corps, which is known as the "backbone" of the Army.

I am proud of the corps of noncommissioned officers and will at all times conduct myself as to bring credit upon the corps, the military service, and my country, regardless of the situation in which I find myself. I will not use my grade or position to obtain pleasure, profit, or personal safety.

**C**ompetence is my watchword. My two basic responsibilities will always be uppermost in my mind- accomplishment of my mission and the welfare of my soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

**O**fficers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate actions in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

## **MILITARY HISTORY**

### **REFERENCE: Army Regulation 870-Series**

1. Who demanded, "Send me men who can shoot and salute"?

General Pershing, First World War

2. Who was the first General to lead an American Army?

General George Washington

3. What is the date 7 December 1941 known for?

The Japanese unprovoked attack at 0730 hours on Pearl Harbor

4. Who wrote the first field manual on Drill and Ceremonies?

Major General Baron Von Steuben

5. Who was the leader of the famous Third Army during WWII?

General George Patton

6. Who said, "I shall return" and where?

General Douglas MacArthur in the Philippines

7. What was General Douglas MacArthur's rank when he retired?

General of the Army

8. Name three officers who held the rank of General of the Army.

- Douglas MacArthur
- Dwight D. Eisenhower
- Omar Bradley
- George C. Marshall

9. Who held the highest rank in the US Army?

General John J. Pershing - General of the Armies



10. What service is the oldest (Army, Navy or Air Force)?

US Army: established 14 June 1775

11. How many five star Generals were there and who are they?

Five:

- Eisenhower
- Bradley
- MacArthur
- Marshall
- Pershing

12. When was the Korean Conflict?

From 25 June 1950 to 27 July 1953

13. Who won the Korean Conflict?

No one, an Armistice was declared

14. Which has the largest population, North or South Korea?

South Korea

15. When and where was the US-ROK Status of Forces Agreement signed?

On 9 July 1966 in Seoul, Korea

16. What does SOFA stand for?

Status of Forces Agreement

17. The first field manual was entitled, "The Regulations for the Order and Discipline to the Troops of the United States", and commonly known as the Blue Book. When and why was it written?

Written in 1779 to ensure continuity and uniformity of discipline in the US Army

18. Who was a member of the 35th Division in WWI and later became president?

Harry S. Truman

19. Who was the first person to be assigned a serial number?

General Pershing

20. Where is Headquarters FORSCOM located?

It is located at Fort McPhearson, Georgia

21. When was the Constitution of the United States written?

1787

22. What does the Congress of the United States consist of?

-Senate

-House of Representatives (A resident Commissioner of Puerto Rico serves also)

23. What Article designates the creation of the Congress of the United States?

Article 1 of the Constitution

24. What is the composition of the Senate?

-Composed of 100 members, 2 from each state

-Elected to serve a six (6) year term

25. How much of the Senate is elected every two (2) years?

One-third

26. How many members are in the House of Representatives?

The House of Representatives has 435 members. The number representing each state is determined by population, but every state is entitled to at least one

27. The resident Commissioner from Puerto Rico is elected to serve how many years?

Four. He takes part in discussions but has no vote

## **SECTION THREE - MILITARY CUSTOMS, COURTESIES, & TRADITIONS**

### **MILITARY COURTESY**

Military courtesy is basically no different from courtesy in civilian life, just good manner and politeness in dealing with other people. The experience of life has proven that courteous behavior is essential in human relations. The distinction between civilian courtesy and military courtesy is that, military courtesies were developed in a military atmosphere and has become customs and traditions of the service.

Most forms of military courtesy have some counterpart in civilian life. For example, you are required to say "Sir" when you talk to an officer. Throughout our history, young men and women were taught to say "Sir" to their fathers and other male elders. This tradition is still carried on and it is considered good manners for a younger man to say "Sir" when speaking to an older man. The use of the word "Sir" is also common in the business world, in the address of letters, and in any well-ordered institution.

Military courtesy is not a one-way street. Enlisted personnel must be courteous to officers, and officers are expected to return the courtesy. Officers respect soldiers as individuals, just as you respect officers as individuals. Without this basis of mutual respect, there can be no military courtesy, and disharmony will result.

In the final analysis, military courtesy is the respect shown to each other by members of the same profession. It is not only a form of respect for the nation; it is to defend the nation. Enlisted personnel show military courtesy to their officers because they respect the position of responsibility held by the officer. Officers, on the other hand, respect their personnel because they know the responsibility the personnel have in carrying out orders.

### **COURTESIES TO INDIVIDUALS**

All military personnel are customarily addressed as follows:

The term of respect "Sir" is used when speaking to officers and civilian officials. Each sentence or statement should be either preceded or terminated with the word "Sir", but should not be used both before and after the statement. When speaking with a female officer, the term "Ma'am" instead of "Sir" is used. When you answer a telephone on a military installation, you always assume that the caller is an officer and respond accordingly. Some units have mottoes that the prescribe for

answering the telephone, but the normal procedure is to identify the units and yourself, and end with "Sir." Giving the company and battalion is usually sufficient to identify the unit.

Conversations by seniors carried on in the presence of troops or information & directions to troops should be formal and proper titles should be used. Juniors address seniors by his or her proper title at all times.

You should know, as part of military courtesy, to always walk and sit to the left of your seniors. This is another custom with a long past. Men fought for centuries with swords, and, because most men were right handed, the heaviest fighting occurred on the right. The shield was carried on the left arm, and the left side became defensive. Men and units that fought were proud of their fighting ability, and considered the right of a battle line to be a post of honor. When an officer of senior enlisted soldier walks on your right, he/she is symbolically filling the post of honor. You should walk on your senior's left, and stop when he/she does.

Officers and enlisted personnel under arms uncover only when in attendance at a court or board (Prisoner guards do not uncover), entering places of divine worship, indoors when not at a place of duty, or in attendance at an official reception. When unarmed, the cap of all personnel is removed indoors. When out of doors, the cap is never removed or raised as a form of salutation.

The following rules will help you conduct yourself appropriately in the presence of officers and anyone senior to you in rank:

- When talking to an officer, stand at attention unless given the order "At ease." When you are dismissed, or when the officer departs, come to attention and salute.

- When an officer enters a room; the first soldier to recognize the officer calls personnel in the room to attention but does not salute. A salute indoors is rendered only when one is reporting.

- When accompanying a senior, walk on his left.

- When entering or exiting a vehicle, the junior ranking person is the first to enter, and the senior in rank is the first to exit.

- When an officer enters a dining facility, unless he directs otherwise or unless a more senior officer is already present, the diners will be given the order "At ease" by the first person who sees the officer. You will remain seated at ease and will continue eating unless the officer directs otherwise. If you are directly addressed, you should rise to attention if seated in a chair. If seated on a bench stop eating and sit at attention until the conversation has ended.

-When an officer or noncommissioned officer enters a crowded hallway or similar area where troops are taking a break or standing in a waiting line, the first person to see the officer or noncommissioned officer should call "At ease" and "Make way" so those present will move to the sides of the hallway and allow passage.

**NOTE:** The officer or NCO may give the directive "Carry on." This means the soldier or soldiers would continue with whatever they were doing previously. This same directive may be used in many other situations outside of formation, such as in the barracks and break areas.

-When outdoors and approached by an NCO, you should stand (if seated) and greet the NCO by saying, "Good morning, sergeant," "Good afternoon, sergeant," or "Good evening, sergeant (last name, if known)."

-When you report to an officer for any reason, it is important to make a good first impression. If you are outdoors, approach the officer to whom you are reporting and stop approximately two steps from him, assuming the position of attention. Give the proper salute and say, for example, "Sir/Ma'am, Private Smith reports." If you are indoors, use the same procedures as above, except remove your headgear before reporting. If you are armed, however, do not remove your headgear.

#### **ACTIONS WHEN AN OFFICER ENTERS A FACILITY OR VEHICLE.**

When an officer enters a room, stand at attention until the officer directs otherwise or until he/she leaves. When more than one person is present the first to see the officer commands, Attention and the senior person reports. When a noncommissioned officer enters a barracks, if he/she has information or instruction for personnel living in the barracks, he/she will call "at ease", loud enough for all those present to hear.

When an officer enters a place used as an office, workshop, or place of recreation, personnel engaged in an activity there do not come to attention unless the officer speaks to them. A junior comes to attention when addressed by a senior, except in the transaction of routine business between individuals at work.

When an officer enters a mess unless that officer directs otherwise, or unless a more senior officer is already present in the mess, the mess will be called to "at ease" by the first person who sees the officer. The person in charge reports to the officer. The personnel remain seated at ease and continue eating unless the officer directs otherwise. An individual directly addressed should rise to attention unless seated on a bench instead of a chair, in which case he stops eating and sits at attention until the conversation is ended.

When an officer or noncommissioned officer enters a crowded hallway or similar area where troops are taking a break or standing in a waiting line, the first

person to see the officer or noncommissioned officer should call, "at ease", and "make way", so those present will move to the sides of the hallway and allow passage.

On entering a vehicle, the junior enters first and others follow in inverse order of rank. In leaving a vehicle, the senior leaves first and others follow in order of rank.

When a commanding officer enters an office for the first time each day, "attention" will be called by the first person noticing the officer. If a higher commander enters, "attention" is called again.

### **REPORTING TO AN OFFICER.**

When a soldier has requested and obtained permission to speak to an officer officially, or when the soldier has been notified that an officer wishes to speak with him/her, the soldier report to the officer. The form of the report may vary according to the local policy, but the recommended form is "Sir/Ma'am", Private Smith reports.

When reporting to an officer in his/her office, the soldier removes his/her headgear, knocks, and enters when told to do so. He/she approaches within two steps of the officer's desk, halts, and salutes. The salute is held until the report is completed and the officer has returned the salute. When the business is completed, the soldier salutes, holds the salute until it has been returned, executes the appropriate facing movement and departs. When reporting indoors under arms, the procedure is the same except that the headgear is not removed and the soldier renders the salute prescribed for the weapon with which he/she is armed.

The expression "under arms" means carrying the arms, or having them attached to the person by sling, holster, or other means. In the absence of the actual arms, it refers to the equipment pertaining to the arms, such as pistol belt or pistol holster.

When reporting outdoors, the soldier will move rapidly to the vicinity of the officer, halt at a distance of approximately three steps from the officer, salute, and report as described above. If under arms, the weapon may be carried in any manner for which a salute is prescribed.

## **HONOR TO THE "NATIONAL ANTHEM", "TO THE COLORS", OR "HAIL TO THE CHIEF"**

(Outdoors)

Whenever and wherever the "National Anthem", "To the Colors", "Hail to the Chief", or "Reveille" are played, at the first note, all dismounted personnel in uniform and not in formation face the flag or the music (if the flag is not in view), stand at Attention and renders a hand salute.

When not in uniform, personnel will, at the first note, stand at attention facing the flag or the music (if the flag is not in view), remove headdress, if any, with the right hand, and place the right hand over the heart.

Vehicles in motion will be brought to a halt. Persons riding in a passenger car or on a motorcycle will dismount and salute. Occupants of other types of military vehicles and buses remain seated at attention in the vehicle, the individual in charge of each vehicle dismounting and rendering the hand salute. Tank and armored car commanders salute from the vehicle.

The above marks of respect are shown the national anthem of any friendly country when it is played at official occasions.

(Indoors) When the "National Anthem" is played indoors, officers and enlisted personnel stand at "Attention" and face the music or the flag if one is present. They do not salute unless under arms.

## **RETREAT**

The bugle call sounded at retreat was first used in the French Army and dates back to the crusades. When you hear it, you are listening to a beautiful melody that has come to symbolize the finest qualities of the soldiers of nearly 900 years. Retreat has always been at sunset and its purpose was to notify the sentries to start challenging until sunrise and to tell the rank and file to go to their quarters and stay there. In our times the ceremony remains as a tradition. When you are outdoors and hear retreat played, you face toward the flag if you can see it and stand at parade rest. If the flag is not within sight, then face toward the music.

Retreat is followed by the playing of To the Colors.

-If in uniform, you stand at "attention" and execute the hand salute, present arms, or hand salute at sling arms, whichever is appropriate.

-If in civilian attire with headgear, at the first note of music, face the flag (or music if flag is not in view), stand at attention, remove headgear with right hand and hold over left shoulder with right hand over the heart.

-If in civilian attire without headgear, face the flag (or music if flag is not in view) and stand at attention with right hand over the heart. Hold this position until the last note of music has been played.

-When in a vehicle, you should stop, dismount, and render the appropriate honor.

## **THE ARMY SONG**

The U.S. Army is the only one of the services, which has adopted its own official marching song. It was adapted from the music of "The Caisson Song", written about 1908. The official Army song was formally dedicated by the Secretary of the Army on Veterans Day, 11 November 1956.

In addition to standing while the national anthem is played, audiences render honors while state songs, school songs, and other symbolic songs are being played. Accordingly, Army personnel will stand at "attention" whenever the official Army song is played.

## **SALUTE TO COLORS.**

National and organizational flags, which are mounted on short flag staff (pikes) equipped with spearheads, are called colors. Military personnel in uniform passing an uncased national color salute at six steps distance and hold salute until they have passed six steps beyond it. Similarly, when an uncased color passes by, they salute when it is six steps away and hold the salute until it has passed six steps beyond them.

If you are in civilian clothing and uncased Colors are passing by, if outdoors, stand at attention, remove headgear with right hand and hold over left shoulder with right hand over the heart. If you are indoors, stand at attention, hold this position until the Colors have passed six paces.

If you are in civilian clothing and you are passing the Colors outdoors, when within six paces, turn head in direction of the Colors, remove headgear with right hand and hold over left shoulder with right hand over your heart. Hold this position until you are six paces past the Colors.

NOTE: Small flags carried by individuals, such as those carried by civilian spectators at a parade, are not saluted.



## **SALUTING**

The origin of the hand salute is uncertain. Some historians believe it began in late Roman times when assassinations were common. A citizen who wanted to see a public official had to approach with his right hand raised to show that he did not hold a weapon. Knights in armor raised visors with the right hand when meeting a comrade. This practice gradually became a way of showing respect and, in early American history, sometimes involved removing the hat. By 1820, the motion was modified to touching the hat, and since then it has become the hand salute used today.

## **MILITARY CUSTOMS AND COURTESY**

**REFERENCES: Army Regulation 600-20,  
Army Regulation 600-25, Field Manual 22-5**

1. What is meant by military courtesy?

Military courtesy is the respect and consideration shown to others.

2. What is considered the most important of all courtesies?

The Salute

3. When do you salute?

- When you hear the National Anthem, To the Colors, and Hail to the Chief
- When the National Colors or Standard passes by
- On ceremonial occasions
- In all official greetings
- At reveille, within sight of the flag or sound of the music
- During the rendering of Honors
- When passing by uncased colors out of doors
- When reporting to a board
- When reporting to an officer
- When Pledging Allegiance

4. What should you do when the National Anthem of a foreign country is played?

Come to attention and salute

5. When in formation or on detail, who salutes?

The person in charge

6. Who salutes in a group of soldiers not in formation or on detail?

The first person to see the officer approach should call attention and everyone should salute

7. At what distance do you normally salute an officer?

Normally within six (6) paces, but can be recognized distance and saluted

8. When do you salute inside a building?

When you are called to report, when rendering honors, or reporting for pay

9. When is a military member not required to salute?

When he is a prisoner

10. When riding in a military vehicle and the National Anthem or "To the Colors" is played, what action should be taken?

Stop the vehicle and the senior person in the vehicle should dismount and salute; the other personnel should remain in the vehicle seated in the position of attention

11. When walking with someone senior to you, which side should you walk on?

The junior should walk on the left side of the senior

12. How is a member of the armed service addressed when the rank is not known?

Soldier

13. Who enters a military vehicle first?

The junior member enters first and others follow order of rank; the driver enters last

14. Who leaves a military vehicle first?

The most senior member

15. When a person is running and encounters a situation where a salute is required, what should the individual do?

- Halt if the flag is involved and then salute
- Walk if an officer's presence requires rendering of honor

16. How many gun salutes is the Commander in Chief entitled to?

On arrival - 21; on departure - 21

17. How does a soldier report to the Commanding Officer or President of the Board?

- Remove headgear
- Knock
- Enter when told to do so
- Halt two paces in front of the person to whom you will report
- Salute (the salute is held as long as you are reporting or until the salute is returned)
- Address the president, state your rank and full name, and report  
(Example: Sergeant Major, Sergeant Smith reports)

18. What was the original purpose of retreat?

Retreat has always been at sunset and its purpose was to notify sentries to start challenging until sunrise and to tell the rank and file to go to their quarters and stay there

19. What holiday is the National Flag displayed at half-staff from reveille until noon?

Memorial Day: at 1200 hours the national salute (21 guns) will be fired and the flag hoisted to the top of the staff and will so remain until retreat

20. What ceremony takes place at 1200 hours on Independence Day?

A salute to the Union (50 guns will be fired)

21. What is the purpose of Unit or Organization Day?

That day is a holiday (unit's birthday); and the traditions of the outfit are kept in the spotlight all day

22. When is a salute considered obviously inappropriate?

When a person is carrying articles with both hands or being otherwise so occupied as to make saluting impractical

23. Do you salute when driving a vehicle?

No

24. Is an officer required to return a hand salute?

Yes, except when he is pay officer

25. What is the proper action when observing an approaching staff car displaying a plaque with stars?

Come to attention and render the hand salute until the salute is returned or the car passes

26. What do you do when in doubt of saluting?

Salute

27. In a military funeral procession, when should military personnel salute?

During the passing of the caisson or hearse bearing the remains

28. Does a unit resting along the road come to attention and salute an approaching officer?

No

29. What action is taken when the flag is lowered?

When the flag is lowered, all soldiers will assume the position of attention. If in military attire, they will render a hand salute. If in civilian attire, the hand is placed over the heart

30. If you are in a vehicle and see an officer, who renders the hand salute?

If in a vehicle, the front right hand passenger will render a hand salute to an officer passing by

31. What does the guidon placed in front of the orderly room indicate?

The guidon placed in front of the orderly room indicates that the unit commander is in and designates the unit

32. What is the difference between military courtesy and customs of the service?

The difference between military courtesy and customs is that military courtesy are the Rules of Conduct required of military personnel either by regulation or tradition. Customs of the service are practices and procedures not prescribed by law or regulation, but by tradition and practice have become of a binding force

33. Who was the first military commander to lead troops under the flag of the United Nations?

General Douglas MacArthur

34. If you are in a room and an officer enters the room, what actions should you take?

If an officer enters the room while I am in the room, I would come to attention and give the greeting of the day

35. When retreat is sounded, what position is assumed?

When retreat is sounded, the position of attention is assumed

36. What actions do a person in charge of a formation take when Retreat and To The Colors are played?

The person in charge of a formation will first give the command to execute parade rest at the first note of "Retreat". At the last note of "Retreat" he will bring the formation to attention and at the first note of "To the Colors" he will give the command present arms followed by order arms on the last note of the music. The rendering of honors while in formation will be executed only after the completion of proper movements to face the formation in the direction of the flag or music if the flag is not visible

37. What action does a soldier take when reveille is played?

While in military uniform, the soldier not in formation at the first note of music, faces the flag (or the music if the flag is not in view) and renders a hand salute. The salute is ended on the last note of the music. While in civilian attire, the soldier, at the first note of music, faces the flag (or the music if the flag is not in view), stands

at attention and holds his right hand over his heart. This position is held until the last note of music has been played.

38. What actions do soldiers take when participating in sports when retreat is played?

When retreat is played, soldiers participating in sports upon hearing the first note of music will face the flag or music, if the flag is not in sight, and stand at attention. Hold this position until the last note of music is played.

39. What is retreat?

Retreat is a ceremony in which the unit pays honors to the National Flag when it is lowered in the evening.

40. What is "To The Colors?"

"To The Colors" is the Old Cavalry Call "To the Standard", in use from about 1835

41. How does the hand salute differ when you are reporting or rendering courtesy and when in formation?

When reporting or rendering courtesy, the head and eyes are turned to the person addressed. When in formation, your head and eyes are directly to the front

42. Describe the hand salute.

The hand salute is executed on the command of execution of "arms". On the command of execution, raise the right hand to the forehead and with the tip of the forefinger; touch the rim of the visor slightly to the right of the eye. The fingers and thumb are extended and joined, palm down. The outer edge of the hand is barely slanted downward so that neither the palm nor the back of the hand is visible to the front. The upper arm is horizontal with the elbow inclined slightly forward and the hand and wrist are straight

43. Do you normally salute indoors?

No, you do not normally salute indoors

44. The Secretary of Defense receives how many gun salute?

The Secretary of Defense receives a 19 gun salute

45. Do you render a hand salute while double timing?

While double timing, you do not render a hand salute. You must come to a quick time before rendering a hand salute

46. How did the custom of saluting originate?

The custom of saluting originated in early Roman times when it was a way of showing that you had no weapons in your hands in medieval times knights lifted their visor on their suit of armor

47. Where did the custom of walking to the left of a superior originate?

The custom of walking to the left of a superior originated during the Middle Ages when a person carries his weapon in his right hand and was considered the right to be a part of honor; the person to his left protected the unguarded side

48. What are the terms of respect when speaking to male and female officers and civilian officials?

When addressing male and female officers and civilian officials, the terms sir and ma'am will be used

49. Why should you salute proudly?

You should salute proudly because it shows you have pride in yourself and your outfit and that you have confidence in your abilities as a soldier

50. When is it appropriate to salute a noncommissioned officer?

It is appropriate to salute a noncommissioned officer when you are a squad leader and giving your report to the platoon sergeant in a formation, or when you are a platoon sergeant giving your report to the first sergeant or the noncommissioned officer receiving the platoon reports in formation

51. Who is entitled to a salute?

Persons entitled to a salute are all commissioned officers and warrant officers, male and female. It is also customary to salute the officers of allied nations when you recognize them as such

52. When reporting, who salutes first, the person reporting or the person reported to?

When reporting, the person reporting is required to salute first

53. What is meant by under arms?

Under arms refers to the carrying of arms or having them attached to the person by slings or holsters

54. How do sentries posted with a rifle render the salute?

The salute is rendered from the HALT and when armed with a rifle, PRESENT ARMS is rendered

55. Describe the actions of the individual in charge of a group of troops riding in a military vehicle when the National Anthem is played.

When riding in a military vehicle and the National Anthem is heard, the vehicle pulls over to the side. The individual in charge dismounts and renders the hand salute; persons in the vehicle will sit at the position of attention

56. Who salutes, when necessary, during a formation?

During a formation, the individual in charge salutes, when necessary

57. What is tattoo and when is it played?

Tattoo means lights out and quiet in the barracks and is played at 2100 hours

58. At 1200 hours on 4 July, a salute to the union is rendered in commemoration of the Declaration of Independence. What does this salute consist of?

At 1200 hours on 4 July, a salute to the union is rendered in commemoration of the Declaration of Independence consisting of a gun salute with the amount of guns fired equal to the amount of states in the union

59. Why are the boots reversed in the stirrups of the riderless black horse in a military funeral procession?

The boots are reversed in the stirrups of the riderless black horse to denote that the honored deceased is a fallen warrior

60. Who wrote the "Star Spangled Banner"?

An American POW, Francis Scott Key, of Baltimore, Maryland, wrote the "Star Spangled Banner" on 14 September 1814 during the British bombardment of Fort McHenry



61. How many volleys are fired over the grave at a military funeral and why?

Three volleys are fired over the grave at a military funeral. The custom dates back to old Roman customs of saying farewell three times to their dead soldiers

62. How does the individual report indoors with a rifle?

The individual knocks, does not uncover and enters when to do so carrying the rifle at trail or sling arms. He renders the salute prescribed for the weapon with which he is armed

63. When outdoors and you meet an officer, when should you salute?

Salute as soon as you recognize that he or she is an officer (when approximately six steps away)

64. When do you salute officers in vehicles?

Salute all officers (recognized by rank) in official vehicles identified by special plates or flags.

66. When and how are gun salutes fired?

Gun salutes are always fired in odd numbers. Some of the more common salutes are (AR 600-25):

<u>GRADE, TITLE, OFFICE</u>	<u>ARRIVAL</u>	<u>DEPARTURE</u>
Presidents	21	21
Ex-Presidents	21	
Head of State, Foreign Country	21	
Vice President	19	
Prime Minister	19	
Secretary of Defense	19	19
Secretary of the Army	19	19
Generals	17	17
LT Generals	15	
MAJ Generals	13	
Brig. Generals	11	

66. When do you salute in formation?

Salute only on command when in formation

67. What actions should be taken when in a group and an officer approaches?

If in a group and an officer approaches, the first soldier to recognize the officer calls the group to attention and all personnel salute

68. What should you do when approaching an officer while double-timing alone?

If you approach an officer while you are double-timing alone, assume quick time march and render the hand salute. When the salute is returned, execute order arms and resume double-timing

69. Who initiates a salute?

The salute is always initiated by the subordinate and terminated only after acknowledgment by the individual being saluted

70. What should accompany a salute?

The salute should be accompanied with an appropriate greeting, such as, "Good morning/afternoon, sir/ma'am."

71. Are salutes required to be rendered by or to personnel who are driving or ridding in privately owned vehicles?

No

72. Do enlisted personnel exchange salutes?

It is not customary for enlisted personnel to exchange salutes, except in some ceremonial situations

73. When is saluting not required?

- Indoors, except when reporting to an officer or when on duty as a guard.
- When a prisoner
- When is obviously inappropriate (officer has articles in his/her hands or otherwise occupied)

## **DRILL AND CEREMONIES**

**REFERENCE: Field Manual 22-5**

1. At what angle is the head turned when the command EYES RIGHT is given at the halt?

45 degrees

2. What are the commands for the two rest movements while marching?

AT EASE, MARCH and ROUTE STEP, MARCH

3. If you are drilling troops, should you be at the position of attention or parade rest?

Attention

4. On what foot would you give the command halt?

As either foot strikes the ground

5. What command is given to revoke a preparatory command that was given?

As you were

6. What direction do you turn in rear march?

To the right

7. What command is given to turn the element 90 degrees to the left or right while marching?

Left or right flank march

8. You are marching troops, you have given the command of AT EASE, MARCH, you approach a smooth level area, how do you get the troops back in step?

Give the command QUICK TIME, MARCH and count cadence for eight steps

9. What command is given for marching backwards?

BACKWARD, MARCH

10. How many counts does it take to move from order arms to inspection arms?

Seven

11. From order arms, how many counts does it take to move to port arms?

Two

12. At what command do you assume the position of attention?

FALL IN or ATTENTION

13. What body position is assumed on the command STAND AT, EASE?

On the command of execution, EASE, execute parade rest, but turn your head and eyes to the individual giving the command

14. What are the rest positions from the halt?

Parade rest - it may be given from the command of attention only

Stand at ease - it may be given from the command of attention or parade rest

At ease - it may be given from the command of attention, parade rest stand at ease, or rest

Rest - it may be given from the command of attention, parade rest, stand at ease, or at ease

15. What command is given to align the squad, platoon, or other element?

To align a squad, platoon, or other element at normal intervals, the commands are DRESS RIGHT, DRESS and READY, FRONT with the command of execution being DRESS and FRONT

16. How many counts does it take to execute facing to the flank from the halt?

Two

17. What is the difference between interval and distance?

-Distance is the space between elements when the elements are one behind the other

-Interval is the lateral space between soldiers or elements in a formation, measures from left to right

18. On what side of a formation is a guide always positioned in a column formation?

On the right side front corner of formation

19. What command is given to obtain close interval from normal interval while marching?

CLOSE INTERVAL, MARCH

20. What are the two prescribed formations for a squad?

Squad line

Squad column

21. Why do we have drill and ceremony?

To move units or individuals in a uniform manner with precision, to instill discipline and esprit de corps, to render honors, and to preserve tradition

22. What are the seven parts of review?

- Formation of the troops
- Presentation and honors
- Inspection
- Honors to the nation
- Remarks
- March in review
- Conclusion

23. When is the command halt given while doing the left step?

When heels come together

24. Which foot do you turn on when executing rear march?

You pivot on the balls of both feet

25. What is the definition of parade rest, stand at ease, at ease, and rest?

These are all rest positions at the halt

26. How do you close ranks?

On the command close ranks, march, the first rank takes four 15 inch steps to the rear, the second rank takes two 15 inch steps to the rear, the third rank remains in place, and the fourth rank takes one 30 inch step forward

27. What is the post for the guidon bearer in a company mass formation when the commander is present?

Two 15-inch steps to the rear and two 15-inch steps to the left of the commander

28. What are the two pieces of music played at a retreat ceremony and in what order are they played?

“Retreat” and “To the Colors”

29. When marching to the flank, the preparatory command for a right flank is given when which foot strikes the ground?

The right foot

30. The platoon leader commands a column formation, FILE FROM THE RIGHT, what are the supplementary commands for the squad leaders?

Fourth squad leader commands FORWARD while the other squad leaders give the command STAND FAST

31. What does the term drill mean?

Drill refers to certain movements by which a unit or individuals are moved in an orderly uniform manner from one formation to another or from one place to another. Movements are executed in unison and with precision

32. How do you change a line formation to a column formation?

Give the command RIGHT, FACE

33. What does the term post mean?

Post refers to the correct place for an officer or noncommissioned officer to stand in a prescribed formation

34. What does the term guide mean?

Guide refers to the person responsible for the prescribed direction and rate of march

35. What are supplementary commands?

Oral orders by a subordinate leader that reinforces and complements a commander's order, which ensures proper standing and execution of a movement

36. How would you dismiss a company formation of armed troops?

Give the commands:

INSPECTION, ARMS  
READY, PORT, ARMS  
SLING, ARMS  
ORDER, ARMS  
and DISMISSED

37. How would you dismiss a formation of unarmed troops?

Give the command DISMISSED

38. What command do you give when changing direction and a column movement is not applicable?

INCLINE AROUND LEFT (RIGHT)

39. In which directions, for short distances only, may the unit commander have the unit move in a designated number of steps?

Forward or backward or sideways

40. What is meant by the term front?

The space from side to side of a formation, including the right and left elements

41. What does the term depth mean?

The space from front to rear of a formation including the front and rear elements

42. In what position is the individual soldier in when executing the manual of arms while at the halt?

Order Arms or Sling Arms

43. What does the term cover mean?

Cover is aligning yourself directly behind the man to your immediate front while maintaining correct distance

44. What are the two elements of a two part command?

The preparatory command and the command of execution

45. What is meant by the term inflection?

The rise and fall in pitch of the voice of the individual giving commands

46. How many steps are in quick time and how long are the steps?

120 steps per minute with a 30-inch step

47. How many steps are in double time and how long are the steps?

180 steps per minute with a 30-inch step

48. What is a rank?

A line which has only one element in depth

49. Define a file?

A column which has only one element at its front

50. What is interval?

The lateral space between elements

51. Define a column.

A formation in which the elements are one behind the other

52. If a ranking officer enters the mess hall, what action you take?

Call at ease and remain seated



53. What is the prescribed publication for Drill and Ceremonies?

Field Manual 22-5

54. During "MARK TIME", how many inches should the feet be lifted?

Two inches

55. What is the length of the arm swing while marching at quick time?

Nine inches to the front, six inches to the rear

56. How many steps are in half step and how long are the steps?

120 steps per minute with a 15 inch step

57. What is a step?

The measured distance from heel to heel of a marching element

58. What are the three commands to change interval while in line?

CLOSE INTERVAL, MARCH  
NORMAL INTERVAL, MARCH  
DOUBLE INTERVAL, MARCH

60. What commands are given to align the squad in column?

COVER, and RECOVER

61. At what position does a squad stack arms?

In a line formation at normal interval

62. What is the first step in stacking arms?

The squad leader commands COUNT, OFF and then designates the stackmen by numbers

63. What command is given to retrieve stacked arms?

TAKE, ARMS

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## **SECTION FOUR - FLAGS**

### **THE FLAG OF THE UNITED STATES OF AMERICA**

The Stars and Stripes, whose birthday we observe on 14 June was created on that date, in 1777, when the Continental Congress resolved: "That the flag of the thirteen United States be thirteen stripes, alternated red and white; that the union be thirteen stars, white in blue field, representing a new constellation." Some of the early flags used by the Army had the stars arranged in circles and some were in rows. There was no prescribed arrangement for the stars.

The first Navy Stars and Stripes, flown by the man-of-war *Guerriere* when she sailed from Boston on 25 July 1818 for Cowes, England, had the stars arranged in staggered formation in alternate lines and rows of threes and twos on the field of blue. However, on 9 September 1818, the Board of Navy Commissioners received a directive from President Monroe that "the flag of the United States shall conform to the pattern, herewith transmitted, via: twenty stars in a blue union, and thirteen stripes, red and white, alternately, according to the Act of Congress passed on the fourth of April last; of which you will please to give due notice to the Naval Commanders, and the necessary direction for making the Flags."

Following an Act of Congress on 13 January 1794, this was the flag of our country from 1795 until 1818. The addition of the two stars and two stripes came with the admission of Vermont, 4 March 1791, and Kentucky, 1 June 1792, into the union. This type of flag figured in many stirring episodes. It inspired Francis Scott Key to write the "Star-Spangled Banner"; it was the first flag to be flown over a fortress of the Old War, when Lieutenant Presley N. O'Bannon, of the Marine Corps, and Midshipman Mann, of the Navy, raised it above the Tripolitan stronghold in Derne, Tripoli, on 27 April 1805; it was our ensign in the Battle of Lake Erie; and was flown by General Jackson at New Orleans. Fearing that too many stripes would spoil the true design of the flag, Congress passed a law on 4 April 1818, returning the flag to its original design of thirteen stripes and providing for a new star to be added to the blue field as additional states came into the Union. Thus, for nearly a quarter of a century, this flag with its fifteen stars and stripes was the banner of our growing Nation.

### **FLAG LAWS AND REGULATIONS**

Only an act of Congress or a Presidential order may alter the design of the United States flag. Federal laws control certain uses of the flag; for example, no trademark can be registered if it contains the flag. The States also have their own flag laws and impose penalties on those who violate them.

## HOW TO DISPLAY THE FLAG

1. When the flag is displayed flat, either horizontally or vertically, on a wall or in a window, the union (or blue field) should be uppermost and to the flag's own right (to the observer's left when facing the flag).
2. When the flag is displayed from a staff projecting from a window sill, balcony, or front of a building, the union should be at the staff's peak (unless the flag is to be displayed at half staff). When suspended across a street, the flag should be vertical, with the union to the north in an east-west street. When suspended from a rope between a house and a pole at the edge of a sidewalk, the flag should be raised out from the building toward the pole union first.
3. When displayed with another flag from crossed staffs, the National flag should be on its own right, with its staff in front of the staff of the other flag.
4. When other flags are displayed from staffs with the National flag, the latter should be at the center, or at the highest point of the group.
5. When pennants or other flags are flown on the same halyard with the National flag the latter should always be at the peak. Only the UN flag at UN Headquarters or the church pennant during services at sea may be flown above the National flag. *(Note: This information was not confirmed on release of this publication.)*
6. When the flags of two or more nations are displayed they should be flown from separate staffs of the same height.
7. When the National flag is carried in a line of flags in a procession or a parade it should be on the marching right.
8. When carried with a line of other flags, the National flag should always be carried in front of the center of that line. Any time the National flag is being carried it should fly aloft and free; never held flat or horizontally.
9. Never use the National flag as drapery. Bunting of blue, white, and red is the proper decoration for a desk or the front of a platform.
10. When displayed on a stage, on a platform, in the chancel of a church, or in front of an audience or congregation at the same level, the National flag should be placed in a staff in the position of honor to the speaker's right. Any other flag should be at his left.
11. When it is to be flown at half-staff, the flag is first raised to the peak and then lowered to the half-staff position. When being lowered for the day it should first be raised to the peak.

12. When the flag is used to cover a casket, it should be placed so the union is at the head and over the left shoulder. The flag should not be lowered into the grave nor be allowed to touch the ground.

The Department of Defense and the military services have issued instructions, regulations and manuals prescribing the use and display of the flag. They are: DOD Instruction No. 1005.6, "Half-Staffing of the National Flag"; AR 840-10, "Flag and Guides"; Navy Manual DNC-27, "U.S. Naval Flags and Pennants; Description, Uses, Customs"; Air Force Manual 900-2, "Flags, Uses and Display of"; U.S. Marine Corps Flag Manual, MCO P10520.3; U.S. Coast Guard Regulations, Part 8, Section 20-8-2, "Display of Flags and Pennants."

### **RENDERING HONOR TO THE FLAG**

The flag of the United States is the symbol of our nation. The union, white stars on a field of blue, is the honor point of the flag. The union of the flag and the flag itself, when in company with other flags, is always given the honor position, which is on the right. Rules for displaying the flag follow:

The flag of the United States will be displayed outdoors at all Army installations.

Only one flag of the United States will be flown at one time at any continental United States (CONUS) Army installations except as authorized by the commanding generals of major Army commands.

The flag will be displayed daily from reveille to retreat. If illuminated, it may be displayed at night during special events or on special occasions deemed appropriate by the commander.

The flag of the United States is the only flag that may be flown from a flagpole over an Army installation. An exception is the Minuteman flag that, if awarded, may be flown beneath the flag of the United States.

In unusual circumstances not covered in the Army regulations, the judgment of the senior Army individual present will be used to determine whether the flag shall be displayed on a specific occasion.

When the flag is being raised in the morning (Reveille) you should stand at attention and render the salute. If you are involved in some duty that would be hampered by saluting, you do not need to salute. You normally face the flag when saluting, unless duty requires you to face in some other direction. At the conclusion of the ceremony, resume your regular duties.

When "Retreat" is sounded, and you are in a formation, the proper position for the formation to assume is "Parade Rest". Upon completion of "Retreat" the formation will be ordered to the position of "attention", and at the first note of "To the Colors" be ordered to "present arms". "Order arms" is commanded at the completion of the ceremony (when the National Flag has been lowered). When **NOT** in formation, and upon the first note of "Retreat", assume the position of "attention" facing the flag. If no flag is near (visible), face toward the music. Execute the salute at the first note of "To the Colors", and hold it until the ceremony has concluded.

If you are in civilian clothing, stand at attention and place your right hand over your heart. Vehicles in motion should stop. If you are in a car or on a motorcycle, dismount and salute. If you are with a group in a military vehicle or bus, remain in the vehicle. The individual in charge will dismount and salute.

When you are passing or being passed by colors which are being presented, paraded, or displayed, salute when the colors are six paces from you. Hold the salute until the colors are six paces behind you.

NOTE: The above honors also apply to the national anthems of foreign countries during ceremonies or parades.

# **FLAGS, GUIDONS, STREAMERS, TABARDS, AND AUTOMOBILE AND AIRCRAFT PLATES**

## **REFERENCES: Army Regulation 840-10, Field Manual 22-5**

1. What are the names, sizes and occasions for the display of the Flag of the United States?

- Garrison: 20 ft x 38 ft; flown on Holidays and other important occasions as designated by Presidential Proclamation
- Post: 8 ft and 11 3/8 in x 17 ft; flown daily
- Field: 6ft 8 in x 12 ft; displayed with the Positional Flag
- Storm: 5ft x 9ft 6in; flown in inclement weather
- Internment: 5ft x 9ft 6in; for deceased military personnel and veterans
- Grave Decoration: 7 in x 11 in

2. Where can the National Flag be flown at night?

As of 1966 the National Flag is flown at night by special legal authority in the following places:

- US Capital - Washington, D.C.
- Fort McHenry - National Monument
- Historical Shrine, Flag Square - Baltimore, MD
- Francis Scott Key's grave
- World War Memorial - Worcester, MA
- Moon
- Tomb of the Unknown Soldier
- Also when authorized by MACOM Commanders (IAW AR 840-10, para, 2-2.f.)

3. How many stripes does the flag have and how are they arranged?

13 stripes; 7 red and 6 white, the first and last stripes are red

4. How are the stars arranged on the flag?

Four (4) rows of five (5) and five (5) rows of six (6)

5. What are the three (3) other names used in the military services for the flag?

- Colors: flag carried by dismounted troops, Supreme Commanders, and certain General Officers
- Standard: flag carried by mounted or motorized units
- Ensign - flag flown on ships, small boats, and airships

6. What is known as the hoist of the flag?

The length of a flag

7. What is known as the fly of the flag?

The width

8. How is the National flag disposed of when worn out?

When a flag is no longer suitable for display, it will not be cast aside or used in any way that may be viewed as disrespectful. If not preserved, it will be destroyed privately, preferably by burning or by some other method, which lacks in any way irreverence or disrespect to the flag.

9. How is the National Flag posted at halfstaff?

The flag is raised all the way to the top of the staff then lowered to the halfway point.

10. While you are standing and watching a military parade, while in uniform, and the flag is approaching, what do you do?

When the flag is about six (6) paces away, I come to the position of attention and salute. When the flag is about six (6) paces past me, I'll drop the salute or otherwise drop my hand.

11. What is known as the halyard?

The rope

12. What is known as the truk (pronounced truck)?

The ball at the top of the mast

13. What is known as the mast, or staff?

The flag pole

14. When can the flag be flown upside down?

Only in time of National Distress or in an emergency



15. How is the National Flag lowered from the halfstaff position?

The flag is raised to the top of the staff and then lowered

16. According to Army Logistics, as of 30 Oct 79, the Flag Rule changed. Changes in Public Law have reversed the position in which the United States Flag should be displayed. What is this change?

When displayed from a staff in a church or public auditorium, the flag should be placed to the right of the speaker as he faces the audience. Previously, the flag was positioned at the speaker's left.

17. What do the colors of the flag represent?

-Red: Blood, hardiness and valor  
-White: Purity and innocence  
-Blue: Honor for vigilance, perseverance and justice

18. What is the height of the flag pole on which the National Flag is flown?

The height will be fifty (50), sixty (60), or seventy-five (75) feet.

19. What is a Guidon?

A company, troop, or battalion identification flag

20. What flags can be flown above the US flag?

The church pennant (during church services conducted by naval chaplains at sea) and the United Nations Flag (*Note: Information not confirmed*)

21. How is the flag displayed on the casket of a deceased military person?

The union is at the head and over the left shoulder

22. Is the flag lowered into the grave?

No

23. How is the flag removed from a casket of a deceased military person and what is its disposition?

Carefully fold it into a triangle with the union up and present it to the next of kin

24. After the flag has been lowered, (for retreat) how is it folded?

Never let it touch the ground and folded into a triangle with the union up (known as the cocked hat)

25. What do we mean by the flag is "cased"?

When inserted in a special canvas cover

26. What do we mean by ruffles and flourishes?

Honors with certain music, which is played to the person being honored and parts of the parade or review of troops

27. What do the red and white stripes of our flag stand for?

The thirteen original colonies

28. What is another name given to the blue field of our flag?

The Union

29. When can the flag be displayed at halfstaff?

Memorial Day and upon the death and funeral of military personnel and high civilian dignitaries

30. What three places is the American Flag flown at halfstaff at all times?

- Arlington National Cemetery
- Tomb of the Unknown Soldier
- USS Arizona Battleship at Pearl harbor

31. In a parade, where is the unit guidon carried?

One step to the rear and two steps to the left of the unit commander

32. When did we begin to use the 50 star flag?

4 July 1960

33. What are some of the legal holidays when the Garrison Flag is displayed (weather and military operations permitting)?

-New Year's Day	(1 January)
-Washington's Birthday	(22 February)
-Memorial Day	(30 May)
-Independence Day	(4 July)
-Labor Day	(1st Monday in September)
-Columbus Day	(2nd Monday in October)
-Veterans Day	(11 November)
-Thanksgiving Day	(4th Thursday in November)
-Christmas Day	(25 December)

34. What is the difference between a Flag, Colors, and a Standard?

- The Flag is the emblem of our country and displayed on flag poles at Post and other Headquarters authorized to display them
- The Colors is the flag when carried in formation by dismounted troops
- The Standard is the flag when carried in formation by mounted or mechanized troops

35. In a parade, where are the organizational colors carried?

Always to the left of the national colors

36. Who is authorized a Distinguished Flag, Boat Flag, and Automobile Flag?

- Flag officers in the rank of Brigadier General and above
- Civilian officials of cabinet rank (e.g., Secretary of Defense)

37. What is the birthday of the US Flag?

14 June 1777

38. When and by whom was the US Army Flag approved?

12 June 1956, by Executive Order 10670.

39. How many campaign streamers does the US Army Flag have?

173

40. What are the four colors of the Army Flag?

Scarlet, Blue, White, & Yellow

41. When are Guidons displayed?

Guidons will be carried by units participating in parades and reviews or displayed as directed by the Commander

42. Where are the streamers attached in a guidon?

Below the spearhead of the flagstaff

43. How many personnel are required by a detachment or separate platoons in order to have a guidon?

20 or more military personnel

44. In the Army Flag, where are the words "United States Army" located?

Between the device and the ultramarine blue numerals "1775"

45. Who is responsible to ensure that National Flags on display are presentable?

Commanders

46. How is the United States Flag displayed in a rostrum or stage?

It will be placed above and behind the speaker's stand

47. Which Army regulation covers Flags, Guidons, Streamers, Tabards, and automobile and aircraft plates?

Army Regulation 840-10

48. How is the Flag of the United States always carried?

The flag should never be carried flat or horizontally, but always aloft and free

49. How are the campaign streamers arranged on the US Army Flag?

Counter-clockwise with "Lexington 1775" first, and "Southwest Asia Cease-fire 1991 – 1995" last.

50. What does the acronym "TIOH" represent?

The Institute of Heraldry

## **SECTION FIVE - LEADER DEVELOPMENT**

### **ARMY LEADERSHIP**

**REFERENCES: Field Manual 22-100,  
Army Regulation 600-20, Training Circular 22-6**

1. What is leadership? FM 22-100, PG 1-4

Leadership is influencing people--by providing purpose, direction, and motivation--while operating to accomplish the mission and improving the organization.

2. What manual pertains to Army Leadership?

Field Manual 22-100

3. What is meant by command? FM 22-100, PG A-3, PARA A-8

Command is the authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources to organize, direct, coordinate, employ, and control military forces so that they accomplish assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel.

4. What are the basic responsibilities of a leader? TC 22-6

Accomplishment of the mission and the welfare of the soldiers

5. What is the most fundamental and important organizational technique used by the Army?

The chain of command

6. What is self-development?

A process you should use to enhance previously acquired skills, knowledge, and experience.

7. What is the chain of command? FM 22-100, PG A-4, PARA A-21

The Army has only one chain of command. Through this chain of command, leaders issue orders and instructions and convey policies. A healthy chain of command is a two-way communications channel. Its members do more than transmit orders; they carry information from within the unit or organization back up to its leader. They furnish information about how things are developing, notify the leader of problems, and provide requests for clarification and help. Leaders at all levels use the chain of command—their subordinate leaders—to keep their people informed and render assistance. They continually facilitate the process of gaining the necessary clarification and solving problems.

8. Describe the NCO support channel. FM 22-100, PG A-5, PARA A-23

The NCO support channel parallels and reinforces the chain of command. NCO leaders work with and support the commissioned and warrant officers of their chain of command. For the chain of command to work efficiently, the NCO support channel must operate effectively. At battalion level and higher, the NCO support channel begins with the command sergeant major, extends through first sergeants and platoon sergeants, and ends with section chiefs, squad leaders, or team leaders.

9. What are the duties of an NCO? FM 22-100, PG A-2

- Train Soldiers and conducts the daily business of the Army within established policy
- Focuses on individual soldier training
- Deals primarily with individual soldier training and team leading
- Ensures that subordinate teams, NCO's, and soldiers are prepared to function as effective unit and team members
- Established and executes policy, leads people, and manages programs, projects, and Army systems.
- Focuses on integrating collective, leader, and individual training.
- Operates, maintains, administers, and manages Army equipment and support, research, and technical activities.
- Concentrates on DA civilian individual and organization effectiveness and readiness.

10. What is the Army's ultimate responsibility? FM 22-100, PG 1-2, PARA 1-1

The Army's ultimate responsibility is to win the nation's wars.

11. What are the 3 levels of Army leadership? FM 22-100, PG 1-10, PAR 1-35

- direct
- organizational
- strategic

12. What must a leader Be? FM 22-100, PG 2-2, FIG 2-1

The values and attributes that shape a leader's character.

13. What are the Army Values? FM 22-100, PG 2-3 – 2-9

Loyalty  
Duty  
Respect  
Selfless Service  
Honor  
Integrity  
Personal Courage

14. What acronym is used to describe Army Values? FM 22-100, PG2-2, PARA 2-6

LDRSHIP

15. What is loyalty? FM 22-100, PG 2-3, PARA 2-7

Bear true faith and allegiance to the US Constitution, the Army, your unit, and other soldiers.

16. What is duty? FM 22-100, PG 2-4, PARA 2-12

Fulfill your obligations.

17. What is respect? FM 22-100, PG 2-5, PARA 2-17

Treat people as they should be treated.

18. What is selfless service? FM 22-100, PG 2-6, PARA 2-22

Put the welfare of the nation, the Army, and subordinates before your own.

19. What is honor? FM 22-100, PG 2-7, PARA 2-26

Live up to all the Army values.

20. What is integrity? FM 22-100, PG 2-8, PARA 2-31

Do what's right—legally and morally.

21. What is personal courage? FM 22-100, PG 2-8, PAR 2-34

Face fear, danger, or adversity (physical or moral).

22. What are Leader Attributes? FM 22-100, PG 2-10, PARA 2-41

Attributes are a person's fundamental qualities and characteristics. Leader attributes are learned and can be changed. Leader attributes can be characterized as mental, physical, and emotional. Successful leaders work to improve those attributes.

23. What are the 3 Leader Attributes? FM 22-100, PG 2-10, FIG 2-2

- Mental Attributes
- Physical Attributes
- Emotional Attributes

24. What are mental attributes? FM 22-100, PG 2-11, PARA 2-42

- Will
- Self-Discipline
- Initiative
- Judgment
- Self-Confidence
- Intelligence
- Cultural Awareness

25. What are physical attributes? FM 22-100, PG 2-16, PARA 2-67

- Health Fitness
- Physical Fitness
- Military and Professional Bearing



26. What are emotional attributes? FM 22-100

- Self-Control
- Balance
- Stability

27. What the 4 skills that a leader must know? FM 22-100, PG 2-25, FIG 2-3

- 1) Interpersonal skills
- 2) Conceptual skills
- 3) Technical skills
- 4) Tactical skills

28. What are interpersonal skills? FM 22-100, PG 6-3/4, PARA 6-9 – 13

- Understanding soldiers
- Communicating
- Supervising

29. What are conceptual skills? FM 22-100, PG 6-5 – 6-7, PARA 6-29-33

- Establishing intent
- Filtering information
- Understanding systems

30. What are technical skills? FM 22-100, PG 6-9-10, PARA 6-29-33

- Maintain critical skills
- Resourcing
- Predicting second- and third-order effects

31. What are skills that a leader demonstrates for tactical skills? FM 22-100, PG 6-10, PARA 6-35

Know how to apply warfighting doctrine within the commander's intent. Apply their professional knowledge, judgment, and warfighting skill at the appropriate leadership level. Combine and apply skill with people, ideas, and things to accomplish short-term missions. Apply skill with people, ideas, and things to train for, plan, prepare, execute and assess offensive, defensive, stability, and support actions.

32. What are the two types of courage good Army Leaders possess?

Physical and Mental

FM 22-100, pg 2-9, para 2-34

33. What are the four actions that should be taken in assuming a new leadership position? FM 22-100, TC 22-6, PG 4

- Determine what is expected of your unit
- Determine what is expected of you
- Determine the strengths and weaknesses of your subordinates
- Determine what other key people whose willing support is necessary to accomplish your job

34. What is a leader? TC 22-6, PG 8

A leader is one in charge or in command

35. What are the factors of leadership? TC 22-6, PG 4

The Led, the Leader, the situation, and communications

36. What is meant by intent? FM 22-100, PG 6-5

It's the leader's personal expression of a mission's end state and the key tasks the organization must accomplish to achieve it.

37. What are the eleven principles of good leadership? TC 22-6, PG 37

- Be tactically and technically proficient
- Know yourself and seek self-improvement
- Know your soldiers and look out for their welfare
- Keep your soldiers informed
- Set the example
- Ensure the task is understood, supervised and accomplished
- Train your soldiers as a team
- Make sound and timely decisions
- Develop a sense of responsibility in your subordinates
- Employ your unit in accordance with its capabilities
- Seek responsibility and take responsibility for your actions

38. What are Leadership Principles used for? TC 22-6, PG 36

They are used to assess yourself and develop an action plan to improve your ability to lead.

39. What does the decision-making process mean?

It is a conscious process for selecting a course of action from two or more alternatives for the purpose of achieving a desired result

40. What are the steps for the Ethical Reasoning Process? FM 22-100, PG 4-8, PARA 4-30

- Define the problem
- Know the relevant rules
- Develop and evaluate courses of action
- Choose the course of action that best represents Army Values

41. In order, what are the seven steps in the decision-making process?

- Identify the problem
- Gather information
- List courses of action
- Analyze and compare courses of action
- Make a decision; Select a course of action
- Make a plan
- Implement the plan

42. What are the three major steps in backwards planning? FM 22-100, PG 5-8, APRA 5-44

- Determine the basics: what, how, and when
- Identify tasks you want to accomplish and establish a sequence for them
- Develop a schedule to accomplish the tasks you have identified. Start with the last task to be accomplished and work back to the present time

43. What is a plan? FM 22-100, PG 5-8, PAR 5-42

A proposal for executing a command decision or project

44. What are the two extreme Leadership styles? FM 22-100, PG 3-15, PARA 3-68

Democratic and Autocratic

45. What are five different styles of leadership? FM 22-100, PG 3-16/17

Directing, Participating, Delegating, Transformational, and Transactional

46. What is Transformational Leadership Style? FM 22-100, PG 3-17, PARA 3-77

As the name suggests, the transformational style "transforms" subordinates by challenging them to rise above their immediate needs and self-interests. The transformational style is developmental: it emphasizes individual growth (both professional and personal) and organizational enhancement. Key features of the transformational style include empowering and mentally stimulating subordinates: you consider and motivate them first as individuals and then as a group.

47. What is Transactional Leadership Style? FM 22-100, PG 3-17, PARA 3-79

This style includes such techniques as—Motivating subordinates to work by offering rewards or threatening punishment. Prescribing task assignments in writing. Outlining all the conditions of task completion, the applicable rules and regulations, the benefits of success, and the consequences—to include possible disciplinary actions—of failure. "Management -by- exception," where leaders focus on their subordinates' failures, showing up only when something goes wrong. The leader who relies exclusively on the transactional style, rather than combining it with the transformational style, evokes only short-term commitment from his subordinates and discourages risk-taking and innovation.

48. What is a good reason to use Transactional Leadership Style? FM 22-100, PG 3-17, PARA 3-80

There are situations where the transactional style is acceptable, if not preferred. For example, a leader who wants to emphasize safety could reward the organization with a three-day pass if the organization prevents any serious safety-related incidents over a two-month deployment. In this case, the leader's intent appears clear: unsafe acts are not tolerated and safe habits are rewarded.

49. What is the problem with Transactional Leadership Style? FM 22-100, PG 3-17, PARA 3-81

Using only the transactional style can make the leader's efforts appear self-serving. In this example, soldiers might interpret the leader's attempt to reward safe practices as an effort to look good by focusing on something that's unimportant but that has the boss's attention. Such perceptions can destroy the trust subordinates have in the leader. Using the transactional style alone can also deprive subordinates of opportunities to grow, because it leaves no room for honest mistakes.

50. What is the reason to use Transformational and Transactional Leadership Styles? FM 22-100, PG 3-17, PARA 3-82

The most effective leaders combine techniques from the transformational and transactional leadership styles to fit the situation. A strong base of transactional understanding supplemented by charisma, inspiration and individualized concern for each subordinate produces the most enthusiastic and genuine response. Subordinates will be more committed, creative, and innovative. They will also be more likely to take calculated risks to accomplish their mission. Leaders can avoid any misunderstanding of their intent by combining transformational techniques with transactional techniques. They can explain why safety is important (intellectual stimulation) and encourage their subordinates to take care of each other (individualized concern).

51. When influencing, what do you communicate through your words and examples? FM 22-100, PG 1-4, PARA 1-7

Purpose, Direction, and Motivation

52. How does a leader provide direction? FM 22-100, PG 1-5, PARA 1-11

- Communicate the way you want the mission accomplished
- Prioritize tasks
- Assign responsibility for completing tasks
- Make sure your people understand the standard

53. What is discipline? FM 22-100, PG 3-2, PARA 3-8

A moral, mental, and physical state in which all ranks respond to the will of the leader, whether he is there or not.

54. What is climate in a unit? FM 22-100, PG 3-12, PARA 3-53

How the members of the unit feel about their organization.

55. What is culture? FM 22-100, PG 3-14, PARA 3-58

It is the shared attitudes, values, goals, and practices that characterize the larger Institutions.

56. What does the term Field Craft mean? FM 22-100, PG 4-12, PARA 4-48

The skills soldiers need to sustain themselves in the field.

57. What is a direct leader? FM 22-100, PG 4-14, PARA 4-55

They are first line supervisors

58. Which style of Leadership is leader centered? FM 22-100, PG 3-16, PARA 3-69

Directing Leadership style

59. Which style of Leadership centers on both the Leader and Team? FM 22-100, PG 3-16, PARA 3-73

Participating Leadership Style

60. Which style of Leadership includes giving subordinates the authority to solve problems and make decisions? FM 22-100, PG 3-16, PARA 3-75

Delegating Leadership Style

61. What Army Regulation is known as “The Army Command Policy”?

AR 600-20

62. What is the purpose of AR 600-20? AR 600-20, chapt 1, 1-1

Prescribes the policies and responsibilities of command. It provides guidance covering military discipline and conduct, precedence of rank, and the military EO program.

63. Which channel of communication transmits orders from the highest to the lowest levels in a minimum of time and with the least chance of misinterpretation? AR 600-20, 2-1a

Chain of Command

64. Which channel of communication parallels and complements the Chain of Command? AR 600-20, 3-2a

NCO support channel

65. In 1989, the NCO Leader Development Task Force developed what? TC 22-6, PG 46

The nine leadership competencies and the skills, knowledge and attitudes a leader must possess.

66. What are two important elements under tactical skills? FM 22-100, PG 4-12, PARA 4-47/48

#### Doctrine and Field Crafts

67. What are standards? FM 22-100, PG 5-11, PARA 5-54

Formal and detailed instructions that can be stated, measured and achieved

68. Under operating acts, what are two ways your soldiers can assess training? FM 22-100, PG 5-12, PARA 5-59

#### In-process reviews and After Action Reviews

69. What are the three pillars to Leader Development? FM 22-100, PG 5-14, PARA 5-74

#### Self Development, Operational Assignments, Institutional Learning

70. How do you empower subordinates? FM 22-100, PG 5-6, PARA 5-33

By training them to do a job, give them the necessary resources and authority, get out of their way, and let them work.

71. What are values? FM 22-100, PG 2-24, PARA 2-101

Values are moral beliefs that shape a person's behavior

72. What are beliefs? FM 22-100, PG 2-24, PARA 2-100

Beliefs are assumptions or convictions that an individual knows to be true regarding people, concepts or things.

73. What are the two types of reinforcement? FM 22-100, PG 5-11, PARA 5-56

Positive and negative

74. What is a leader's ultimate goal? FM 22-100, PG 5-11, PARA 5-56

To train the organization to succeed in its wartime mission

75. What are improving actions? FM 22-100, PG 5-13, PARA 5-69

They are things leaders do to leave their organizations better than they found them

76. What are the two types of authority? FM 22-100, PG A-3, PARA A-7

Command and General military authority

77. Why is it important that a copy of the Constitution of the United States is in FM 22-100? FM 22-100, Pg. F-1

As a member of the Army, you have taken an oath to "support and defend the Constitution of the United States." Especially important for the Army are those provisions in the Constitution that place fundamental military authority in Congress and the president. As part of that authority, Congress has the power to "provide for the common Defense," which includes the power to "raise and support Armies," and the president is the commander in chief of the armed forces.

78. What are the nine leadership competencies? TC 22-6, Pg. 18 - 19

- Communications
- Supervision
- Teaching and counseling
- Soldier team development
- Technical and tactical proficiency
- Decision making
- Planning
- Use of available systems
- Professional ethics



## **LEADERSHIP COUNSELING**

**REFERENCE: Field Manual 22-100**

1. What is the definition of developmental counseling?

Developmental Counseling is subordinate-centered communication that produces a plan outlining actions necessary for subordinates to achieve individual or organizational goals. **(Page C-1, Para C-4)**

2. What manual pertains to Leadership Counseling?

Field Manual 22-100 **(Front Page)**

3. What are the three approaches to counseling?

Directive, nondirective, and combined **(Page C-10, Para C-46)**

4. What is directive counseling?

When the counselor assumes the dominant role **(Page c-10, Para. C-49)**

5. What is nondirective counseling?

When the counselor causes the counseled to take complete responsibility for solving his own problem **(Page C-10, Para. C-47)**

6. What is meant by the combined approach?

In the combined approach to counseling, the leader uses parts of directive and nondirective approaches **(Page C-10, Para C-51)**

7. What are the two major categories of counseling?

Event-oriented and Performance/Professional growth **(Page C-7, Para C-26)**

8. What are the types of event-oriented counseling?

Specific instances of superior or substandard performance  
Reception and integration counseling  
Crisis counseling  
Referral counseling  
Promotion counseling  
Separation counseling **(Page C-7, Para C-27)**

9. What are the four stages of the counseling process?

Identify the need for counseling  
Prepare for counseling  
Conduct counseling  
Follow up **(Page C-12, Para C-55)**

10. Is performance counseling limited to bad performance?

No, counseling should be for good performance as well **(Page C-9, Para C-38)**

11. What are the **three** learning steps an individual must take to further develop his counseling skills?

-Studying human behavior  
-Learning the kinds of problems that will effect your subordinates  
-Developing interpersonal skills **(Page C-3, Para C-16)**

12. What type of approaches to counseling is preferred?

Nondirective **(Page C-10, Para C-47)**

13. What is one thing you must keep in mind when remaining silent during a counseling session?

Too much silence can be distracting and lead to discomfort for the subordinate.  
**(App C, C-17)**

14. What are the seven steps in preparing to counsel?

Select a suitable place  
Schedule the time  
Notify the subordinate well in advance  
Organize information  
Outline the counseling session components  
Plan your counseling strategy  
Establish the right atmosphere **(Page C-12, Para C-57)**

15. What are four steps of a counseling session?

Opening the session.  
Discussing the issues.  
Developing the plan of action.  
Recording and closing the session. **(Page C-13, Para C-67)**

16. During a counseling session, should the leader spend more time at talking or listening?

A counselor should listen more than he speaks with emphasis on making comments or responding by asking questions as necessary **(Page C-4, Para C-22)**

17. Which type of counseling do you conduct for new arrivals to the organization?

Reception and integration **(App C, Para C-32)**

18. What is performance counseling?

During performance counseling, you conduct a review of a subordinate's duty performance during a certain period. **(Page C-9, Para C-38)**

19. Is it an absolute requirement that leaders regularly counsel their soldiers?

Yes. The leader who neglects to counsel his subordinates is negligent in his performance of duty **(Page C-1, Para C-6)**

20. What DA Form is used for counseling?

Form 4856-E, Developmental counseling form **(Page C-1, Para C-4)**

21. What is meant by reward power?

Based on the perception that the leader controls rewards that the soldier values and believes will be given for satisfactory performance **(P5-6, Para 5-35)**

22. What must a leader recognize about himself/herself when conducting personal counseling?

A leader must recognize his limitations and offer only that kind of help for which he is trained and qualified **(Page C-5, Para C-24)**

23. What is Active Listening?

Active listening involves concentrating on what the soldier is saying and letting him know that he is being heard and understood **(Page C-4, Para C-21)**

24. Is extra training punishment?

No, when effectively utilized, extra training corrects deficiencies related to inefficiency rather than misconduct. Improved performance is the goal. It requires concerned and caring leadership **(Page C-7, Para C-30)**

25. What is the key to getting results from counseling?

Performing leader follow-up measures **(Page C-15, Para C-75)**

26. What are the leader follow-up measures?

Leader's Responsibilities Assess the Plan of Action **(Page C-15, Para C-75, C-76)**

27. What are leader's responsibilities?

The counseling process doesn't end with the counseling session. It continues through implementation of the plan of action and evaluation of results. After counseling, you must support subordinates as they implement their plans of action. Support may include teaching, coaching, or providing time and resources. You must observe and assess this process and possibly modify the plan to meet its goals. Appropriate measures after counseling include follow-up counseling, making referrals, informing the chain of command, and taking corrective measures. **(Page C-15, Para C-75)**

28. What is the purpose to assess the plan of action?

The purpose of counseling is to develop subordinates who are better able to achieve personal, professional, and organizational goals. During the assessment, review the plan of action with the subordinate to determine if the desired results were achieved. You and the subordinate should determine the date for this assessment during the initial counseling session. The assessment of the plan of action provides useful information for future follow-up counseling sessions. **(Page C-15, Para C-76)**

## **NONCOMMISSIONED OFFICER EVALUATION REPORTING SYSTEM (NCO-ERS)**

**REFERENCE: Army Regulation 623-205**

1. What regulation governs NCO-ERS?

Army Regulation 623-205, which is located in the personnel evaluations update

2. What is DA Form 2166-8?

The NCO Evaluation Report (NCO-ER)

3. What is the minimum authorized period a soldier can be rated on an NCO-ER?

90 days

4. What are the rater qualifications?

The rater must be the immediate supervisor of the rated NCO and designated as the rater for a minimum period of 90 days

5. What are the senior rater qualifications?

The senior must be in the direct line of supervision of the rated NCO and designated as the senior rater for a minimum period of two rated months

6. What are the reviewer qualifications? What is the minimum time period?

The reviewer must be a commissioned officer, warrant officer, command sergeant major, or sergeant major in the direct line of supervision and senior in pay grade or date of rank to the senior rater. Promotable master sergeants may serve as reviewers, provided they are working in an authorized CSM or SGM position. There is no minimum time period required for reviewer qualifications

7. For what pay grades are NCO-ERs done?

E-5 through E-9

8. Is the identity of the soldier's rating chain made known to him?

Yes, through publication and posting of an official rating scheme within the unit

9. Name the types of reports authorized for submission in the active Army.

- Annual
- Change of Rater
- Complete the Record
- Relief for Cause

10. What is DA Form 2166-8-1?

The NCO Counseling Checklist/Record

11. What is the purpose of the NCO Counseling Checklist/Record?

The purpose of the checklist is to improve performance counseling by providing structure and discipline to the process.

12. How many days and how many days thereafter must initial counseling be conducted?

It is conducted within the first 30 days of the rating period or effective date of lateral appointment to corporal, or promotion to sergeant. Later counseling sessions will be conducted at least quarterly (every three months)

# **NONCOMMISSIONED OFFICER EDUCATION SYSTEM (PLDC, BNCOC, ANCOC, USA SERGEANTS MAJOR COURSE)**

**REFERENCE: Army Regulation 351-1**

1. What does NCOES stand for?

Noncommissioned Officer Education System

2. What is NCOES?

An integrated system of resident training (service school and NCOA), supervised on-the-job training (SOJT), self-study and on-the-job experience (OJT) which provides job-related training for NCOs and Specialists throughout their careers

3. How is Advanced NCOES course attendance selection made?

DA selection board

4. What is the highest level NCOES course?

US Army Sergeant Major Academy

5. Who is eligible for selection and attendance to Advanced NCOES courses?

NCOs in the grades of E6 (P) and E7

6. What is NCOES designed for?

To prepare soldiers to assume or perform duty positions at higher skill levels

7. What grades are eligible for attendance at PLDC (Primary Leadership Development Course)?

E-4, E-5, and E-6

8. What grades do the senior level NCOES prepare soldiers for?

Soldiers in the grades of E-8 for duties as E-9

9. What is the course length of BNCOC?

Course length varies by MOS and mode of training

10. Who has first priority to attend PLDC?

Sergeant Promotables

11. Can an eligible soldier be deferred from going to BNCOC?

Yes (by any commander LTC or higher)

12. What skills does the PLDC course develop?

Leadership, training, and responsibility

13. What is the mission of the Army School System?

- Develop individual proficiency training which results in awarding of Military Occupational Specialty (MOS), Additional Skill Identifier (ASI), and Special Skill Identifier (SSI)
- Prepare Army personnel to perform their duties in war
- Support training
- Take part in the formulation of military doctrine
- Develop strategy for export of training to the unit level
- Promote the highest standards of professional military competence

14. What are the objectives of NCOES?

- To train NCOs to be who will work and fight under their supervision
- To provide necessary job proficiency training to NCOs

15. What are the four levels of NCOES training?

- Primary
- Basic
- Advanced
- Senior

16. Who does each level of NCOES train and for what?

- Primary: selected SL1 soldiers for leadership duties at SL2
- Basic: career soldiers in grade E5 (SL2) for duties at grade E6 (SL3)
- Advanced: career soldiers (E-6 and E-7) for duties at grade E-7 (SL4)
- Senior: soldiers in grade E-8 for duties at grade E9 (SL5)

17. What is the length of the PLDC Course?

Four (4) weeks



18. Do soldier's attending PLDC have to be recommended by their commander?

Yes

19. How many months must the soldier have left in service after completion of ANCOC or BNCOC to attend that course?

Six (6) months

20. When a soldier is eliminated from PLDC or BNCOC for other than academic reasons, how long until that soldier is eligible for further NCOES training?

Six (6) months

21. Student may be removed from NCOES Courses for what reasons?

- Disciplinary

- Administrative (medical problems, emergencies)

- Academic deficiencies

22. Can a soldier with a temporary profile that will prevent full participation in the course be allowed to attend an NCOES course?

No. He will be removed from the Order of Merit List until the temporary profile is removed

## **SECTION SIX - TRAINING**

### **TRAINING THE FORCE**

**REFERENCE: Field Manual 25-100**

1. Training the Force is the title of what Field Manual?

Field Manual 25-100 **(Cover of book)**

2. What does the acronym METL stand for?

Mission Essential Tasks List **(Index-2, Glossary-1)**

3. What are the three types of training plans?

-Short Range

-Long Range

-Near term training plans **(Page 3-4)**

4. What does the acronym AAR stand for?

-After action review **(Page 5-1)**

5. An AAR is not called what?

Critique **(Page 5-1)**

6. What is meant by performance oriented training?

The soldiers learn best by hands on **(Page 1-4)**

7. Who has the overall responsibilities for training?

The commander **(Page 1-5)**

8. What are the two primary inputs to METL development?

-War plans

-External directives **(Page 2-1)**

9. What does the acronym MILES stand for?

Multiple Integrated Laser Engagement System **(Glossary-2)**

10. What does the acronym BOS stand for?

Battlefield operating systems **(Glossary-3)**

11. Who has the responsibility for conducting individual training?

Noncommissioned Officers **(Page 1-6)**

12. The AAR consists of four parts. Name two of them.

- Establish what happened
- Determine what was right or wrong with what happened
- Determine how the task should be done differently the next time
- Perform the tasks again **(Page 5-2)**

13. Evaluation can be done in two ways. What are they?

- Formal
- Informal **(Page 5-1)**

14. The concept used to derive peacetime training from wartime mission is what?

Battle focus **(Page 1-7)**

15. NCOs have the primary role in training and developing individual soldier skills. Officers at every level remain responsible for training what?

Established standards during both individual and collective training **(page 1-9)**

16. Battle-focused training programs are based on what?

Wartime requirements **(Page 2-1)**

17. What are the two types of training and evaluation and their differences?

- Internal evaluations: Planned, resourced and conducted by organizations undergoing evaluations
- External evaluations: Planned, resourced and conducted by a HQ's at an echelon higher within the chain of command **(Page 5-1)**

## **BATTLE FOCUSED TRAINING**

### **REFERENCES: Field Manual 25-101**

1. What is the number one principle of peacetime training?

Replicate battlefield conditions **(page 1-5)**

2. What regulation governs Battle Focus Training?

Field Manual 25-101 **(Cover of manual)**

3. Should all maintenance be on the unit's training schedule?

Yes **(Page 3-33, Figure 3-30, Page 1-8)**

4. What drives the METL development process?

Battle focus **(Page 1-10)**

5. The CSM and key NCOs review and refine the supporting tasks for two things in each unit. Name those two things.

-Each skill level in every MOS within the unit  
-CTT **(Page 2-11)**

6. Why must NCOs understand the entire METL development process?

So that NCOs can integrate soldier tasks **(Page 2-2)**

7. Training schedules are developed at what level and approved by whom?

Developed at company level and approved by the battalion commander **(Page 3-30)**

8. In the military structure, what is the lowest level that has battle tasks?

Battalion level **(Page 2-17)**

9. What begins the training planning process?

Assessment **(Page 3-2)**

10. Do soldiers have a legal responsibility to attend scheduled training?

Yes **(Page 3-30)**

11. How many principals of training are there?

Nine **(Page 1-3)**

12. How many chapters are in FM 25-101?

Five **(Contents Page)**

13. Primarily, there are three methods used to present training. What are they?

- Lecture
- Conference
- Demonstration **(page 4-5)**

14. What is a battle drill?

A battle drill is a collective action rapidly executed without applying a deliberate decision-making process **(Page 4-8)**

15. What is a crew drill?

A crew drill is a collective action that the crew of a weapon or piece of equipment must perform to use the weapon or equipment **(Page 4-8)**

16. What is the most difficult task for an AAR leader?

To avoid turning the discussion into a criteria or lecture **(Page G-5)**

17. What is band of excellence?

Peaking for selected events at predetermined times **(Page 1-6)**

18. What is training strategy?

The method used to attain desired levels of training proficiency on METL **(Page 3-2)**

19. What are post operation checks?

Tasks a unit accomplishes at the conclusion of training **(Page 3-2)**

20. At the squad and platoon level, who should attend an After Action review (AAR)?

All members of the squad or platoon should attend and participate **(Page G-4)**

21. Where should an AAR take place?

At or near the training site **(Page G-5)**

# PHYSICAL FITNESS TRAINING

REFERENCE: Field Manual 21-20

1. What are the seven principals of exercise?

- Progression
- Regularity
- Overload
- Variety
- Recovery
- Balance
- Specificity

2. What are the four FITT factors?

- Frequency
- Intensity
- Time
- Type

3. What groups of soldiers may need special fitness programs?

- APFT failures who do not have medical profiles
- Overweight personnel according to AR 600-9
- Those who have permanent or temporary profiles

4. Why are ability group runs more effective than a unit formation run?

An ability group run allows soldiers to train in groups of soldiers with near ability. Each group runs with the intensity to produce a training effect for that group.

5. Who is responsible for training the event supervisors, scorers, and demonstrators for the Army Physical Fitness Test (APFT)?

The OIC or NCOIC

6. Who makes rulings on questions or scoring for each event in the APFT?

The event supervisor

7. May the event supervisor for an event on the APFT also be a scorer?

No.

8. What does the push-up measure?

Endurance of the chest, shoulder, and triceps muscles

9. If a mat is used for the push-up or sit-up event on the APFT, what should the scorer observe?

That the entire body is on the mat

10. If the fingers are not interlocked during a repetition of a sit-up, is the repetition not counted, or is the event terminated?

Only that repetition is not counted

11. May the scorer stand while scoring the push-up event?

No, the scorer must kneel or sit about three feet from the testee's shoulders at a 45° angle.

12. Is it legal to pace a soldier during the 2-mile run on the APFT?

Yes, as long as there is no contact

13. What alternate aerobic events are there for the APFT?

- 800 yard swim test
- 6.2 mile stationary bicycle ergometer test
- 6.2 mile bicycle test
- 2.5 mile walk test

14. What is the recommended sequence of warm-up activities for a physical fitness session?

-Slow jogging in place or walking	1-2 minutes
-Slow joint rotation exercises	5-10 seconds for each major joint
-Slow static stretching of the muscles to be used	10-15 seconds for each stretch
-Calisthenics exercises	enough to increase intensity level
-Slowly mimic activities to be performed	

15. What considerations are taken for the cool-down period?

- gradually bring the body back to the resting state
- repeat stretches done during the warm-up, holding the stretch for 30 seconds or more
- be careful not to over-stretch



## **RISK MANAGEMENT**

### **REFERENCES: US Army Safety Center Risk Management Reference Guide, Field Manual 100-14**

1. All soldiers and leaders are responsible for safe training. What must they do to ensure training is safe?

- Identify risks using METT-T factors
- Assess possible loss, cost, and probability
- Make decisions and develop controls to reduce risks
- Implement controls by integrating them into plans, orders, SOPs, training performance standards, and rehearsals
- Supervise and enforce at all times safety controls and standards

2. What is a Hazard?

A hazard is a condition with potential to causing injury to personnel, damage to equipment or structures, loss of material, or reduction of ability to perform a prescribed function.

3. What is Risk?

Risk is an expression of possible loss over a specified period of time or a number of operational cycles.

4. What is Risk Assessment?

Risk Assessment is the process of detecting hazards and systematically assessing their overall risk. It is part of the Risk Management Process.

5. What is Gambling in reference to Risk Management?

Gambling is making nonsystematic risk decisions.

6. What are the basic principles for implementing the risk management process?

- Integrate into mission planning, preparation, and execution
- Make risk decisions at the appropriate level
- Accept no unnecessary risk

7. What are the five steps in deliberate Risk Management?

- Hazard identification
- Hazard assessment
- Risk control options and decision making
- Implement controls
- Supervise

8. What are some ways that Risk Management improves training?

- Detects hazards
- Covers all aspects of operations
- Finds more unusual hazards
- Detects failure modes
- Makes use of the life cycle
- Identifies more control options
- Integrates risk controls
- Prioritizes risk control
- Provides better risk decisions

9. Pitfalls arise when risk management tools are used without adaptation to the factors of \_\_\_\_\_.

METT-T

10. You are conducting a convoy at night, transporting ammunition. While conducting a Risk Assessment, what are some hazards that you may find?

Possible answers:

- traffic accident
- possibility of fire
- personnel injuries
- vehicle breakdown
- improper loading
- ammunition explosion
- fuel spill
- arrival at the wrong site
- delays
- insufficient rest for drivers

11. You are conducting a river crossing with your section/squad. As you conduct a risk assessment, you analyze possible hazards. Name a control that you, as a leader, could apply to reduce the following risks:

Hazard: you have some weak swimmers in your section

Possible answers: eliminate those soldiers from the crossing exercise  
conduct additional swim training prior to the exercise  
use buddy system with strong swimmers

Hazard: weapons security may be lost while crossing

Possible answers: use a "dummy cord" on each weapon  
pass weapons across  
conduct sensitive items checks before and after the crossing

Hazard: there is a strong current in the stream

Possible answers: use a secured rope for the crossing  
recon for a bridge or lower point for crossing  
use buddy system while crossing

NOTE: Questions 10 and 11 may be asked with a variety of scenarios.

# **BATTLE DRILLS**

## **REFERENCES: Field Manual 25-101, ARTEP 7-8-DRILL**

### **1. What is a Battle Drill?**

A battle drill is a collective action rapidly executed without applying a deliberate decision-making process.

### **2. How does a crew drill differ from a battle drill?**

A crew drill is related to a crew of a weapon or piece of equipment.

### **3. What are the characteristics of a battle drill?**

- Requires minimal leader orders to accomplish and are standard throughout the Army
- Sequential actions are vital to success in combat or critical to preserving life
- They apply to platoon or smaller units
- They are trained responses to enemy actions or leader orders
- They represent mental steps followed for offensive and defensive actions in training and combat

### **4. Why do battle drills apply to only platoon or smaller units?**

At higher levels, integration of systems and synchronization demand an analysis of METT-T for each situation, and therefore cannot be standardized at those levels.

### **5. What are the three phases of training that battle drill training should follow?**

- walk (explain and demonstrate)
- crawl (practice)
- run (perform)

### **6. You are performing a battle drill with your squad. What initiates the performance of the drill?**

The cue

### **7. Where is the cue found, in the task, conditions, or standards of a task?**

The cue is found in the conditions.

8. Trainers must decide training priorities for the drills and individual and leader tasks that support them. To do this, what must a leader do?

- Identify the unit's critical tactical missions
- Select drills that support specific METL related tasks and the commander's training guidance
- Rank drills in order of:
  - importance to mission accomplishment
  - the unit's current level of proficiency
  - their degree of difficulty
- Identify individual and leader tasks that support the drills selected for training
- Conduct individual training
- Set up conditions for training

9. Why is cross-training essential to battle drill training?

So that the unit may perform the battle drills despite personnel losses

10. What determines the phase of training (walk, crawl, or run) for battle drills?

The level of proficiency of the soldiers

11. When proficiency is obtained for a drill, what can a leader do to improve proficiency?

A leader must incorporate difficulty and realism as training progresses (limited visibility, NBC environment, and live fires).

## **SECTION SEVEN -INDIVIDUAL AND CREW-SERVED WEAPONS**

### **RIFLE, 5.56mm, M16A2**

**REFERENCES: Field Manual 23-9, Technical Manual 9-1005-319-10**

1. What is the description of the M16A2?

The M16A2 is a 5.56mm, magazine-fed, gas-operated, shoulder fired weapon. It is designed to fire either semiautomatic or a three-round burst through the use of a selector lever

2. What is the weight of the M16A2?

7.78 lbs, without sling or magazine  
8.48 lbs, with sling and 20 round magazine  
8.79 lbs, with sling and 30 round magazine

3. What is the length of the M16A2?

Barrel length with compensator, 21 inches  
Rifle length with compensator, 39.63 inches  
Rifle with bayonet, 44.84 inches

4. What is the maximum range of the M16A2.

3,600 meters

5. What is the maximum effective range of the M16A2?

550 meters (point target)  
800 meters (area target)

6. What does Maximum Effective Range mean?

The greatest distance that a weapon may be expected to fire accurately to inflict casualties or damages

7. What is (are) the maximum effective rate (s) of fire for the M16A2 rifle?

Sustained: 12-15 rounds per minute

Semiautomatic: 45 rounds per minute

Automatic (3 round burst): 90 rounds per minute

8. What is meant by cyclic rate of fire?

The rate at which the weapon fires automatically

9. What is meant by sustained rate of fire?

The actual rate of fire that a weapon can continue to deliver for an indefinite length of time without seriously overheating

10. What is meant by maximum effective rate of fire?

The rate of fire that can be maintained without danger to the shooter or the weapon

11. What is the muzzle velocity of the M16A2?

3,100 feet per second

12. What is the recommended minimum basic load, with 30 round magazines, for the M16A2?

210 rounds

13. What types of ammunition can be used in firing the M16A2?

Ball M193

Ball M855

Tracer M196 & M856

Dummy M199

Blank, M200

Plastic

14. What type of ammunition do you NOT fire in your M16A2?

Seriously corroded ammo

Dented cartridges

Cartridges with loose bullets

Cartridges exposed to extreme heat (135 degrees or more), until they have cooled  
cartridges with the bullet pushed in (short rounds)

15. What is a stoppage?

Failure of an automatic or semiautomatic firearm to complete the cycle of operation

16. What is immediate action?

Quickly applying a possible correction to reduce a stoppage based on initial observation or indicators without determining the actual cause

17. What is a malfunction?

Failure to fire caused by procedural or mechanical failure of the rifle, magazine, or ammunition

18. What are the three primary categories of malfunctions?

- Failure to Feed, Chamber, or Lock
- Failure to Fire Cartridge
- Failure to Extract and Eject

19. What is remedial action?

It is the continuing effort to determine the cause for a stoppage or malfunction and to try to clear the stoppage once it has been identified

20. What immediate action should be taken for a stoppage?

SPORTS:

- Slap upward on magazine to make sure it's properly seated
- Pull charging handle all the way back
- Observe ejection of case or cartridge, eyeball chamber and check for obstruction
- Release charging handle to feed new round
- Tap forward assist
- Shoot

21. What is the purpose of the compensator?

It helps keep the muzzle down during firing and breaks up the muzzle flash



22. Other than on the rifle range, for training, when may your weapon be fired?

You may ONLY fire your weapon as a last resort, when other means have failed or would not work:

- To protect yourself or your partner while on guard if you or your partner are in danger of death or serious bodily harm
- To prevent the actual theft of a weapon

23. What procedure should you follow if you must fire your weapon?

- Order the person(s) to halt before firing
- If you must fire, place your weapon on SEMIAUTOMATIC
- Aim to disable

24. If you must fire your weapon, what two things should you never do?

DO NOT fire a warning shoot  
DO NOT fire if you are likely to hit an innocent bystander

25. What are the three basic steps of proper rifle maintenance?

- Inspect
- Clean
- Lubricate

26. What two things do you inspect the rifle for?

Cleanliness and serviceability

27. What do you use to clean the M16A2?

CLP, swabs, pipe cleaners, brushes, patches, and cleaning rods

28. What type of lubrication do you use on the M16A2?

- CLP (cleaner, lubricant, and preservative) used for -35 degrees Fahrenheit & above
- Lubricating Oil, Arctic Weapons (only used during the coldest Arctic conditions)

29. What are the three levels of lubrication for the M16A2?

- Lightly lube
- Generous lube
- Single drop

30. What are the two steps for the maintenance of the M16A2 magazine?

- Wipe dirt from the tube, spring, and follower
- Lubricate the spring only

31. What are the steps of a safety check on the M16A2 (clearing your rifle)?

- Weapon on safe
- Remove magazine
- Lock bolt to rear
- Visually inspect chamber
- Allow bolt to go forward

32. What is contained in the individual weapons cleaning kit?

Carrying case, small plastic bottle of CLP, bore brush, chamber brush (general purpose), set of cleaning cods (consists of a handle-rod, three extension rods, and swab holder), cleaning brush and swabs

33. Who is responsible for cleaning the individual's weapon?

The individual who is assigned to the weapon, not the armorer, armorer only cleans and takes care of the unassigned weapons

34. What is your weapon's serial number?

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35. At what distance is the battle sight zero set?

300 meters

36. What does the front sight adjustment correct for?

Elevation (up and down)

37. What does the rear sight adjustment correct for?

Windage (right and left)

38. What is the name of target used for zeroing?

25 meter zeroing target, M16A2

39. How many clicks of the windage or elevation does it take to move the strike of the bullet one square on the 25 meter target?

Three clicks

40. What positions are available on the M16A2 selector lever?

- Safe
- Semi
- Burst

41. With the M16A2 selector level on burst, how many rounds does the M16A2 fire on each burst?

Three (3) rounds

42. On the M16A2, the rear sight consists of how many sight adjustments?

2: windage knob and elevation knob

43. The larger aperture on the M16A2 marked 0-2 is used for what?

Moving targets and limited visibility

44. If battle sight zero has not previously been determined on the M16A2, what setting must be placed on the weapon prior to zeroing?

Initial sight setting (Mechanical zero)

45. How is the Initial sight setting (mechanical zero) placed on the M16A2?

- Set the front sight post so that the base of the post is flush with the well
- Center the rear sight aperture with the tick mark on the receiver
- Set the elevation knob to 8/3 plus one click

46. Upon completion of the zero range, what adjustment must be made to the rear sight elevation?

The elevation must be turned one click back to 8/3 for field fire

47. Which rear sight aperture is used for zeroing the M16A2?

The unmarked aperture

48. What marksmanship exercise is the commander's primary tool to evaluate integrated marksmanship performance of the unit?

The record fire range

49. What is the critical step in the Army's overall marksmanship training strategy?

To train the trainers first

50. What are the eight steps in the functioning of the M16A2?

Feeding, Chambering, Locking, Firing, Unlocking, Extracting, Ejecting, and Cocking

51. What are the eight changes on the M16A2 in reference to the M16A2?

- Selector lever (safe, semi, burst)
- Barrel is heavier
- Hand guard and stock are made of a different material
- Hard pad on butt of stock
- Front sight post is now squared
- Brass deflector added
- Increased length
- Compensator helps keep muzzle down during firing

52. What are the four marksmanship fundamentals?

- Steady position
- Aiming
- Breath control
- Trigger squeeze

53. Should your trigger finger touch the receiver of the M16A2 rifle when firing?

No

54. Describe the correct breathing technique while zeroing (and when time is available to fire a shot) for the M16A2?

Inhale, exhale normally and hold breath at the moment of natural respiratory pause. The shot must then be fired before feeling any unpleasant sensations from cease breathing

55. Where should the eye be focused for correct sight alignment?

On the front sight post

56. What happens when the trigger finger is touching the receiver while firing the M16A2 rifle?

The rifle will be misaligned with the target at the moment of firing

57. What are some training devices and exercises available for rifle marksmanship training?

- Aiming Card
- Riddle sighting device
- M16 sighting device
- Blank firing attachment
- Target-box exercise
- Ball-and-dummy exercise
- Dime (washer) exercise
- The weaponeer
- Training films, TEC lessons, and videotapes

## **PISTOL, SEMIAUTOMATIC, 9mm, M9**

**REFERENCES: Field Manual 23-35, Technical Manual 9-1005-01-118-2640**

1. Describe the M9 pistol?

The M9 pistol is a semi-automatic, magazine fed, recoil operated, double action pistol, chambered for the 9mm cartridge. The magazine has a 15 round capacity.

2. How many major components are there to the M9 pistol?

Five (5)

3. Name the five major components of the M9 pistol?

- Slide and barrel assembly
- Recoil spring and recoil spring guide
- Barrel and locking block
- Receiver assembly
- Magazine

4. What is the maximum effective range of the M9 pistol?

50 meters

5. What is the maximum range of the M9 pistol?

1800 meters

6. What ammunition is authorized for use with the M9 pistol?

M882 9mm cartridge

7. What is unique to the pistol pertaining to the force used to pull the trigger?

- The M9 fired in two modes: single (hammer cocked) and double action (hammer down).
- The trigger squeeze for single action is 5.5 pounds of pressure
- The trigger squeeze for double action is 12.33 pounds

8. What are the fundamentals of pistol marksmanship?

- Grip
- Aiming
- Breath control
- Trigger squeeze
- Target engagement
- Positions

9. Describe the steps for immediate action if the M9 pistol fails to fire.

With the pistol pointed in a safe direction:

- Ensure the safety lever is in the up (fire) position
- Squeeze the trigger again
- If the pistol does not fire, ensure that the magazine is fully seated, retract the slide to the rear and release
- Squeeze the trigger
- If the pistol still does not fire, remove the magazine and retract the slide to eject the chambered cartridge. Insert a new magazine; retract the slide and release to chamber another cartridge
- Squeeze the trigger
- If the pistol still does not fire, replace the ammunition
- If the pistol still does not fire, clear and unload the pistol and apply troubleshooting procedures

## **MACHINE GUN, 7.62 MM, M60**

**REFERENCES: Field Manual 23-67, Technical Manual 9-1005-224-10**

1. Give the description of the M60 Machine Gun.

It is an air cooled, belt-fed, gas operated automatic weapon, fired from the open bolt position. Fixed head space enables rapid changing of barrels

2. What is the Open Bolt Position of the M60 Machine Gun?

The bolt is in the rearward or cocked position

3. What is the length of the M60?

43 1/2 inches

4. What is the weight of the M60?

23 lbs

5. What is the maximum effective range of the M60?

1,100 meters (area target from the tripod)

800 meters (area target from the bipod)

600 meters (point target)

200 meters (moving point target)

6. What is the maximum range of the M60?

3,725 meters

7. What is the sustained rate of fire for the M60?

100 rounds per minute. (change barrel every ten minutes)

8. What is the rapid rate of fire for the M60?

200 rounds per minute. (change barrel every two minutes)

9. What is the cyclic rate of fire for the M60?

Approximately 550 rounds per minute. (change barrel every minute)



10. What is the basic load of ammunition per crew for the M60?

600-900 rounds

11. What are the eight major groups of the M60?

- Stock Group
- Buffer and Operating-Rod Group
- Bolt Group
- Trigger Mechanism Group
- Barrel Group
- Receiver Group
- Forearm Assembly Group
- Cover, Feed Tray, and Hanger Group

12. What types of ammunition can be used with the M60?

- 7.62 mm - M80 Ball
- 7.62 mm - M62 Tracer (red/orange tip)
- 7.62 mm - M61 Armor Piercing (black tip)
- 7.62 mm - M82 Blank
- 7.62 mm - M63 Dummy

13. Name the knob, which you turn to make deflection corrections.

The windage knob

14. What are the five procedures that should be followed when firing the M60?

- Fire accurately without sights
- Move rapidly and maintain alignment
- Keep the fire low
- Reload quickly
- Distribute fire

15. What is the best range for the field zeroing of the M60?

300-700 meters (500 meters is recommended)

16. What checks should you make as you emplace the M122 Tripod and the M60?

- The legs extend with ease
- The sleeve latch works
- The spindle is locked

17. Briefly describe the three (3) checks you should make on the traversing and elevating mechanism as you mount the M60 on the tripod.

- The screw stops prevent the separation of the transverse and elevating mechanism
- Both handwheels turn freely
- The slide is locked

18. How do you clear the M60?

- Put the safety on fire
- Cock the gun
- Put the safety on safe, return cocking handle to its forward position
- Raise the cover, inspect the tray, and remove links and ammo
- Raise the tray and inspect the chamber to ensure that no rounds are present
- Close the cover, place the safety on fire, pull the cocking handle to the rear and pull the trigger while manually easing the bolt forward
- Place the safety on safe and raise the cover

19. What are the eight (8) steps for the M60 cycle of functioning?

- Feeding
- Chambering
- Locking
- Firing
- Unlocking
- Extracting
- Ejecting
- Cocking

20. What is the distance for a tracer burnout?

900 meters or more

21. How do you properly load the M60?

- Place the safety lever on fire
- Open the bolt by pulling the cocking handle to the rear, locking the bolt to the rear with the palm of your hand facing up
- Return the cocking handle to the forward position
- Put the safety lever on safe
- Raise the cover
- Ensure that the tray, receiver group, and chamber are clear
- Place the first round of the belt in the feed tray groove, making sure the double link is leading with the open side of the link down
- Hold the belt up (about six rounds from the loading end) while closing the cover, ensuring that the first round remains in the feed tray groove

22. What is carried in the carrying case of the M60, besides the spare barrel?

- 1 each, combination tool
- 1 each, handle assembly
- 1 each, swab holder section
- 5 each, cleaning rod sections
- 1 each, asbestos mitten
- 1 each, bore cleaning brush
- 1 each, chamber cleaning brush
- 1 each, receiver cleaning brush
- 1 each, ruptured cartridge extractor
- 1 each, TM 9-1005-224-10
- 1 each, container of CLP
- Sling

23. Why is the M60 fired from the open bolt position?

It was designed to be fired from the open bolt position for better cooling so that the air flow can go through the bore as well as the external surfaces of the barrel

24. When is the M60 considered safe?

The M60 is considered safe ONLY when the bolt is in the closed bolt position

## MACHINE GUN, 50 CAL, HB, M2 BROWNING AUTOMATIC

**REFERENCES: Field Manual 23-65, Technical Manual 9-1005-213-10**

1. What is the description of the .50 Cal, HB, M2 Machine Gun?

The .50 Cal, HB, M2 Machine Gun is a belt-tied, recoil operated, air cooled, crew served machine gun, capable of firing single shot as well as automatic fire, and operates on the short recoil principle

2. What is the .50 Cal Machine Gun used for?

- Support the infantryman in both the attack and defense
- To provide protection for motor movements, vehicle parks, and train bivouacs
- To defend against low flying hostile aircraft
- To destroy lightly armored vehicles
- Reconnaissance by fire on suspected enemy positions

3. What is the total weight of the M2 completely mounted on the M3 tripod?

128 lbs. (approximately)

4. What is the weight of the M2 Machine gun?

84 lbs.

5. What is the weight of the receiver group?

60 lbs

6. What is the weight of the barrel?

24 lbs. (approximately)

7. What is the maximum range of the .50 Cal (firing the M2 Ball)?

6,764 meters

8. What is the maximum effective range of the .50 Cal?

1,830 meters (area shot)

1,500 meters (single shot)

9. What is the length of the .50 Cal, overall?

65.13 inches (approximately)

10. What is the length of the barrel of the .50 Cal?

45 inches

11. What is the muzzle velocity of the .50 Cal?

3,050 ft per sec. (2,080 MPH)

12. What is the sustained rate of fire of the .50 Cal?

40 rounds or less per minute

13. What is the rapid rate of fire of the .50 Cal?

More than 40 rounds per minute

14. What is the cyclic rate of fire of the .50 Cal?

450 - 550 rounds per minute

15. What are the common stoppages of the .50 Cal?

- Failure to feed
- Failure to chamber
- Failure to lock
- Failure to fire
- Failure to unlock
- Failure to extract
- Failure to eject
- Failure to cock

16. What type of front sight does the .50 Cal have?

A fixed blade type with cover

17. What are the ten major components and assemblies of the .50 Cal?

- Barrel Group
- Carrier Assembly
- Backplate Group
- Receiver Group
- Bolt Group
- Cover Group
- Bolt Stud
- Barrel Extension Group
- Barrel Buffer Body
- Driving Spring Rod Assembly

18. When should the head space on the .50 Cal machine gun be checked?

- Before firing
- After the gun is assembled
- After replacing the barrel or receiver group
- When there is doubt that correct head space is set

19. Head space adjustments on the .50 Cal machine gun is correct when what conditions are met?

- The recoiling groups are fully forward
- There is no independent rearward movement between the bolt, barrel, and barrel extension
- The no-go gauge does not fit in the T-slot, and the firing gauge does fit

20. What is the importance of current head space adjustment on the .50 Cal machine gun?

Improper head space adjustment can cause improper functioning of the gun and, frequently, damage to parts and/or injury to personnel

21. Timing on the .50 Cal machine gun is correct when what conditions are met?

- Firing takes place when the recoiling parts are in the correct position for firing (between .020 and .116 inch out of battery)
- When the gun fires on the Fire gage, and does not fire of the No Fire gage.

(Timing must be checked and/or set each time head space is set, or whenever timing is questionable)

# HAND GRENADES

**REFERENCE: Field Manual 23-30**

1. What is a hand grenade?

A hand grenade is a small, hand-held, short range, indirect fire weapon that is designed for projection to a target by means of throwing

2. In what five (5) areas can the hand grenade assist the individual soldier in the accomplishment of the mission?

- Producing casualties
- Signaling
- Screening
- Producing incendiary effects
- Riot control

3. What are the three (3) characteristics of all hand grenades?

- Employment range is short
- Small effective casualty radius
- Delay element permits safe throwing

4. What are the four (4) general types of hand grenades?

- Fragmentation - time delay and impact M68; grenades to inflict casualties
- Chemical/Smoke - canister type grenades used for signaling, screening, or CBR
- Riot Control - bursting type grenades or burning type grenades used for control of unruly crowds
- Special Purpose - grenades used for specific results:

- Incendiary - Used to destroy by heat
- Concussion - Used for destruction by shock wave
- Practice - Used for training

5. What types of grenades should every soldier be able to identify (according to the soldiers manual of common tasks)?

- M67 Fragmentation
- M18 Colored Smoke
- M34 WP Smoke
- AN-M8 HC Smoke
- AN-M14 TH3 Incendiary
- ABC-M2A2 CS Riot Control

6. What are the components of a hand grenade?

- Body
- Filler
- Fuze
- Safety Clip

7. What is the effective casualty-producing radius of the M67 hand grenade?

15 meters



## **GRENADE LAUNCHER, 40 MM, M203**

**REFERENCES: Field Manual 23-31, Technical Manual 9-1010-221-10**

1. What is the description of the M203 Grenade Launcher?

The M203 Grenade Launcher is a light weight, breech loaded, pump action, sliding barrel, single shot, shoulder fired weapon attached to the M16A1 or an M16A2 Rifle

2. What is the weight of the M203?

-3.0 lbs. unattached

-3.5 lbs. loaded

-11.0 lbs. (approx) loaded including the M16 or M16A1

3. What is the maximum effective range of the M203?

-Area Target: 350 meters

-Point Target: 150 meters

4. What is the maximum range of the M203?

400 meters

5. What type of ammunition does the M203 use?

The ammunition used in the M203 is a 40 MM (caliber) fixed type weighing 8 ounces with an approximate a diameter of 1.5 inches

6. What are the five (5) major components that make up the M203 Grenade Launcher?

-Quadrant Sight Assembly

-Barrel Assembly

-Receiver Assembly

-Handguard

-Leaf Sight Assembly

7. What three (3) assemblies are you authorized to remove in disassembly of the M203 weapon?

- Quadrant Sight Assembly
- Barrel Assembly
- Hand guard

8. How must you maintain the M203 Grenade Launcher in varying climates?

- Normal: keep weapon cleaned and oiled at all times using light coats of CLP
- Temperatures below freezing: keep weapon free of moisture and lubricate with CLP
- Sandy or dusty air: clean daily, keep free of dirt and sand, and lubricate frequently with CLP, removing excess CLP with a rag
- Damp or salty air: clean daily, keep free of dirt and sand, and lubricate frequently

9. How do you clear the M203 and put it on safe?

- Push in the release button, pull the barrel forward
- Watch to see if a round extracts
- Place safety on safe
- Inspect the breach to ensure that a round is not present
- Pull the barrel to the rear until it clicks (this cocks the weapon)
- Place the safety on fire

10. How do you load the M203?

- Press the barrel latch and slide barrel forward
- Place safety on safe
- Insert 40mm clean, dry indented ammunition into the chamber
- Slide the barrel rearward until it locks with an audible click

11. How do you unload the M203?

- Depress barrel latch and move the barrel forward.
- The cartridge case should automatically eject, if not, tap it with a cleaning rod to remove it
- Place the weapon on safe
- Slide the barrel rearward, locking it into the breech

12. What are the steps for immediate action for the M203?

- Keep the weapon pointed downrange
- Shout "Misfire" (during training only)
- Wait 30 seconds with weapon pointed at target
- Determine the cause of the malfunction:
  - If the primer is dented, separate the round from other ammunition, the round is defective. Reload and re-fire
  - If the primer is not dented, the firing mechanism is at fault. Reload and re-fire only after the problem has been identified and corrected

13. What types of ammunition can be fired from the M203?

- Practice
- High Explosive
- High Explosive Dual Purpose
- Tactical Chemical Smoke
- Star Parachute
- Ground Marker
- Star Cluster

14. What are the six (6) common malfunctions of the M203 and corrective actions for each?

- Failure to cock: Turn in to armorer
- Failure to fire: Place on fire, load, reload, hand cycle, clean, turn in to armorer
- Failure to lock: Turn in to armorer
- Failure to chamber: Reload, Clean the weapon
- Failure to extract: Tap out with cleaning rod
- Failure to eject: Turn in to armorer
- Safety fails to stay in position: Turn in to armorer

# **MINES/ANTIPERSONNEL MINE M18A1 (CLAYMORE)**

**REFERENCES: Field Manual 20-32, Field Manual 23-23)**

## **1. What is a land mine?**

A land mine is a weapon, an explosive or other substance (normally encased) used to kill, wound or somehow harm personnel, or to damage or destroy vehicles, boats, or aircraft. Alone they are a weak weapon, with men and other weapons, they are a strong defense

## **2. What does breaching a mine field mean?**

-Breaching a mine field is the use of any means to make a passage through the mined area

-An Assault Mine Field Breach is a combat breach of an enemy mine field covered by enemy fire

## **3. What is meant by countermine?**

Countermine is the operations, tactics, and techniques used to find, avoid, or neutralize enemy mines, and the use of resources to keep the enemy from using mines against our forces

## **4. How can a mine be detonated?**

-By action of the victim

-By passage of time

-By controlled means

-By preset timers

## **5. What is mine warfare?**

Mine warfare is the strategic or tactical use of mines and their countermeasures

## **6. What are the five (5) parts of a mine?**

-Fuse

-Detonator

-Booster or Activator (with some exceptions)

-Main Charge

-Body or Case

7. What are the four (4) main types of fuses used in mines?

- Mechanical: A spring drives a striker against a percussion cap, which fires the detonator
- Chemical: A small container of acid is broken by the initiating action; the acid dissolves a restraining wire freeing the striker to fire the detonator
- Friction: The initiating action that ignites substances inside the fuse by friction; the flame fires the detonator
- Electrical: The initiating action closes an electrical circuit, which detonates an electrical detonator

8. Name four (4) types of mines.

Service, Phony, Training, and Improvised

9. What are the colors of mines and what do they indicate?

Olive Drab: High Explosives (HE)

Gray: Chemical Mines (sometimes with a colored banded to indicate agent)

Light Red: Incendiary burst

Blue: Practice mines

Blue with the word INERT: Inert mines

10. What is the Claymore mine effective against?

Massed infantry attacks and light vehicles

11. What is the optimum effective range of the Claymore mine?

50 meters

12. What are the components of the Claymore mine?

- M40 test set
- M4 electric blasting cap with wire
- M57 firing device
- M7 bandoleer
- M18A1 Claymore mine
- Insulation tape
- Instruction sheet

13. How far from the detonation is the Claymore mine considered dangerous?

250 meters

# **LAUNCHER AND CARTRIDGE, 84MM, M136 (AT4) HEAT**

**REFERENCE: Field Manual 23-25**

1. What is the AT4?

It is a 84mm, light weight, single shot, man-portable, self contained antiarmor weapon fired from the right shoulder only

2. What is the maximum range?

2,100 meters

3. What is the maximum effective range?

300 meters

4. What is the minimum target engagement range?

30 meters

5. How many pre-fire checks are there and what are they?

The are 10 pre-fire checks:

- Ensure transport safety pin is in place/fully inserted
- Cocking lever is in SAFE condition and folded down
- Fire through muzzle cover is intact
- Launcher has a black color code band
- Sights function properly
- Red safety catch does not move when depressed
- Rear seal is not cracked or damaged
- Shoulder strap is not broken or damaged
- Carrying sling is not frayed and is firmly attached
- Red trigger button is not missing, broken or damaged

6. How large and what does the back-blast area consist of?

The black-blast area is 65 meters in a 90 degree fan behind the weapon

- Zone A (5 meters) combat
- Zone B (60 Meters) training

## **SQUAD AUTOMATIC WEAPON (SAW), 5.56 mm, M249**

### **REFERENCES: Field Manual 23-14**

1. What is the SAW role in combat?

It supports the squad, both in offense and defense.

2. Describe the Squad Automatic Weapon (SAW).

An air-cooled, belt-fed, gas-operated automatic weapon that fires from the open-bolt position.

3. What are the alternate feeding provisions for the SAW?

In emergencies, the SAW can use the 20- and 30-round M16 rifle magazines.

4. How many barrels are issued with the SAW?

Two barrels. The weapon is issued a quick-change barrel with its BII (Basic Items Issued.)

5. What is the approximated range of tracer burnout for the SAW?

900 meters.

6. What is the basic load of ammunition for the SAW?

600 rounds, carried in three 200-round boxes.

7. What are the two types of disassembly and assembly for the SAW?

General: removal and replacement of the eight major groups.

Detailed: removal and replacement of parts of those eight major groups.

8. What are the eight major groups of the SAW?

- 1) Operating rod group
- 2) Buttstock and buffer assembly group
- 3) Trigger group
- 4) Hand guard group
- 5) Barrel group
- 6) Gas Cylinder group
- 7) Bipod group
- 8) Receiver group

9. The SAW is loaded, fired, unloaded and cleared from what position

Open-bolt position.

10. What are the three most common malfunctions of the SAW?

Sluggish operation and failure to cock or runaway weapon.

11. What are the two classes of fire used with the SAW, with respect to the ground?

Grazing fire and plunging fire.

12. What are the four classes of fire used with the SAW, with respect to the target?

- 1) Frontal fire
- 2) Flanking fire
- 3) Oblique fire
- 4) Enfilade fire

13. What are the three alternate firing positions used when firing the SAW in the assault?

- 1) Hip
- 2) Shoulder
- 3) Underarm position

14. What are the four fundamentals of marksmanship training to obtain accuracy with the SAW?

- 1) Aim
- 2) Breath control
- 3) Steady position
- 4) Trigger

15. What is the best range for the field zeroing of the SAW?

Select a target between 300 to 700 meters.

16. What are the four types of ammunition can be used in firing the SAW?

- 1) Ball
- 2) Dummy
- 3) Tracer
- 4) Blank



17. How long is the SAW?

40.87 inches

18. What is the weight of the SAW with filled 200-round box?

23 pounds with modified kit; 22 pounds without modification kit.

19. What is the maximum range of the SAW?

3,600 meters

20. What is the maximum effective range of the SAW?

600 meters point target; 800 meters area target; and 1000 meters suppression.

21. What are the rates of fire for the SAW?

Cyclic: 850 rounds per minute; sustained: 85 rounds per minute; and rapid: 200 rounds per minute.

22. What type of rear sight is used on the SAW?

A fully adjustable peep-type for elevation and windage.

## **SECTION EIGHT - ADMINISTRATIVE SUBJECTS**

### **PROMOTIONS**

**REFERENCE: Army Regulation 600-8-19**

1. What could cause a soldier to be in a non-promotable status?

conviction by court-martial during current enlistment, pending a bar to reenlistment, unable to obtain a favorable security investigation, suspension of favorable actions, AWOL, confinement, pending reclassification for inefficiency or disciplinary reasons, voluntary retirement application has been approved, and not being qualified for reenlistment

2. What are the three stages of promotion?

Decentralized, Semi-centralized, and Centralized

3. What should you look for when recommending an individual for promotion?

His overall performance, attitude, leadership ability, and development potential

4. Should an individual be promoted solely on time in service/time in grade?

No. Only the best qualified personnel should be promoted

5. How many waivers may a service member have and still be considered eligible for promotion?

Two

6. Who recommends a Service Member for promotion?

The soldier's chain of command to the unit commander. He receives recommendation for promotion. If duty is performed under other than unit commander to whom assigned for administration, administrative unit commander will endorse recommendation.

7. What is the minimum time a soldier must wait between being boarded and promoted to sergeant or staff sergeant?

Two (2) months

8. Who has the authority to promote personnel to the grade of E-7 and above?

Department of the Army

9. What are the objectives of the Army promotion system?

- Fill authorized enlisted spaces with qualified soldiers
- Provide for career progression and rank which is in line with potential
- Preclude promoting the soldier who is not productive or not best qualified
- Provide an equitable system for all soldiers
- Recognize the best qualified soldier, which will attract and retain the highest caliber soldier for a career in the Army

10. What are the maximum number of points you can receive on a promotion board?

150

11. What is a promotion restriction?

A soldier serving an enlistment for which they have received a URB, SRB, or EB (bonuses) will not be promoted outside their CPMOS

12. What are the six types of authority for promotion?

- |                                                               |                       |
|---------------------------------------------------------------|-----------------------|
| -Unit Commander (CPT or below):                               | E-4 and below         |
| -Field Grade Commander (LTC and up):                          | E-5 and E-6           |
| -HQ DA:                                                       | E-7, E-8, and E-9     |
| -Commanders of medical facilities                             | hospitalized soldiers |
| -Commandants/commanders of training installations/activities: | students              |
| -HQ DA:                                                       | Posthumous Promotion  |

13. In computing time in service, what date is used?

Basic Active Service Date (BASD)

14. How many months before meeting secondary zone TIS requirements can you appear before an E-5 or E-6 promotion board?

Three (3) months

15. Who is normally the president of a local promotion board?

Battalion/Brigade Command Sergeant Major or a field grade officer if the Command Sergeant Major is not available

# **ENLISTED PERSONNEL MANAGEMENT SYSTEM (EPMS)**

**REFERENCE: AR 600-200**

1. What does "EPMS" stand for?

Enlisted Personnel Management System

2. What are the four parts of EPMS?

- Promotions
- Training
- Reclassification
- Evaluation

3. Explain the general function of the five staff section?

- S-1 & G-1: Personnel
- S-2 & G-2: Intelligence
- S-3 & G-3: Operations and Training
- S-4 & G-4: Logistics
- S-5 & G-5: Civil Affairs

4. What regulation governs personal management?

DA Pam 600-8

5. How long does a soldier have to wait to be promoted once he becomes promotable?

On the first day of the third month following the date of selection

6. How long is a chapter discharge physical good for?

No more than four months

7. What is a DA Form 268?

A suspension of favorable personnel actions

8. What type of discharge is not given under UCMJ?

Hardship discharge

9. Who is the approving authority for Chapter 9 discharge?

Battalion commanders

10. What DA Pam lists in numerical and alphabetical order all Army regulations and blank forms?

DA Pam 25-30 (Microfiche)

11. Who has the promotion authority for the following grades?

E1-E4: Company Commanders

E5-E6: Battalion Commanders

E7-E9: Department of the Army

12. How often are PAIs (Personnel Asset Inventory) conducted?

Annually or upon every change of command

13. What are the two different types of personnel files?

MPRJ (Military Personnel Record Jacket)

OMPF (Official Military Personnel File)

## **ADMINISTRATIVE DISCHARGE**

### **REFERENCE: Army Regulation 635-200**

1. Administrative discharges are separate and distinct from discharges given by a court-martial. How are they classified?

Voluntary and Involuntary

2. What are the three types of discharge certificates for administrative discharges?

-Honorable

-General

-Under Other Than Honorable Conditions

3. Under 635-200, what grounds may a soldier request a voluntary discharge?

Hardship/dependency, conscientious objection, good of the service, minority, convenience of the government, and pregnancy

4. Under Chapter 13, AR 635-200, what actions may be grounds for discharge involuntarily for unsatisfactory performance?

When in the commander's judgment the soldier will not develop sufficiently to participate satisfactorily in further training and/or become a satisfactory soldier; the seriousness of the circumstances is such that the soldier's retention would have an adverse impact on military discipline, good order and morale; it is likely that soldier will be a disruptive influence in present or future duty assignments; it is likely that the circumstances forming the basis for initiation of separation proceedings will continue or recur; the ability of the soldier to perform duties effectively in the future, including potential for advancement or leadership is unlikely

5. What type of discharge may a soldier receive when discharged for unsatisfactory performance, UP Chapter 13, AR 635-200?

An honorable or General Under Honorable Conditions Discharge Certificate. Unless Entry Level Separation is required

6. Under Chapter 14, AR 635-200, what actions may be grounds for discharge involuntarily for misconduct?

Frequent incidents of discreditable nature with military or civilian authorities; abuse of drugs; conviction by a civil court for an offense for which a punitive discharge would be authorized under the MCM or sentence includes confinement for 6 months or more; and for any serious military or civilian offense that would warrant separation and a punitive discharge under the MCM

7. What type of discharge may a soldier receive when discharged for misconduct, under Chapter 14, unless entry level Separation is required?

Honorable, General, or under other than Honorable Conditions Discharge Certificate

8. What type of discharge may a soldier receive when discharged for homosexuality under Chapter 15, AR 635-200?

Honorable, General or Under Other Than Honorable Conditions Discharge Certificate

9. Under Chapter 9, AR 635-200, what actions may be grounds for discharge involuntarily for alcohol/drug abuse?

If referred to the ADAPT for alcohol/drug abuse, soldier may be separated because of inability or refusal to participate and cooperate in, or successfully complete such program.

10. What type of discharge may a soldier receive when discharged for alcohol/drug abuse, under Chapter 9, AR 635-200?

Honorable or General Discharge Certificate, unless entry level separation is required

11. Under Chapter 5, AR 635-200, may a soldier be discharged for inability to perform his or her prescribed duties due to parenthood, a personality disorder or concealment of arrest record?

Yes

12. Should an individual be formally counseled concerning his shortcomings prior to the commander initiating involuntary discharge action?

Yes



13. Where is the best place to counsel a soldier?

In private

## **DUTY ROSTERS**

**REFERENCE: Army Regulation 220-45**

1. What regulation covers duty rosters?

Army Regulation 220-45

2. What is the purpose of a duty roster?

To ensure an equitable distribution of duty or details

3. What form would you use to prepare a duty roster?

DA Form 6

4. How are personnel listed on a duty roster?

Highest rank first and alphabetically

5. How is an individual selected from a duty roster?

Next sequence number on the duty roster

6. What does the letter "U" mean on a duty roster?

Unauthorized absence

7. What does the letter "A" on a duty roster mean?

Authorized absence such as leave, TDY, pass, etc

8. When is a duty roster required to be posted?

A duty roster is posted only for those days on which a detail is selected

9. What does the letter "D" on a duty roster mean?

Those eligible for detail who could not be selected because of previous detail or other duty

10. Do you have to maintain separate duty rosters for weekday and weekend?

No

11. Is it required to use two different colors of ink for weekday and weekend duty?

Yes

12. TDY travel that does not extend beyond regular duty hours will not normally qualify an individual for an "A". True or False?

True

13. If an individual is arrested what letter would be posted?

"U"

14. An injury posted NOT IN THE LINE OF DUTY will receive what letter?

"U"

15. When entering a "D" or "U" in the individual's block, what else must be entered?

The appropriate sequence number (the numbering sequence will continue to increase in the case of "D" and "U" entries, but not for "A" entries)

16. If an individual is not qualified to perform the duty, but is still in the unit, will he be added to the roster?

No

## **PASSES AND LEAVES**

**REFERENCE: Army Regulation 600-8-10**

1. Is a pass a right or a privilege?

A pass is an individual privilege (not a right) awarded to deserving soldiers by their commanders

2. Can a three day pass be given during the normal duty week such as Tuesday through and Thursday?

Yes

3. Can a four day pass be obtained during the week such as Monday through Thursday?

No. A four day pass must include two non-duty days

4. Can a pass be taken in conjunction with a leave?

No

5. What is the maximum number of days that may be taken for a "Reenlistment Leave?"

90 days, provided advance leave does exceed 30 days

6. What AR covers leaves and passes?

Army Regulation 600-8-10

7. What is the difference between an annual (ordinary) leave and a convalescent leave?

An annual is charged against a Soldier's leave account and a convalescent leave is not, because it is part of the treatment prescribed.

8. What is the difference between an accrued leave and an advanced leave?

Accrued leave is a leave earned and advanced leave is granted prior to actual accrual of leave time

9. Is administrative absence chargeable as leave?

No

10. When is, or for what reason is, an administrative absence authorized?

To attend or participate in activities of semi-official nature to the benefit of the Department of the Army (DA)

11. What does the term "terminal leave" mean?

Leave in conjunction with termination of service

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## **SECTION NINE - PROGRAMS AND POLICIES**

### **QUALITY OF LIFE & COMMUNITY AFFAIRS**

#### **RED CROSS**

The Red Cross provides the following services to Army personnel and their families.

- Provides consultation and guidance on emergency personal and family financial or health problems.

- Furnishes assistance with communications between Army personnel and their families concerning their health and welfare when direct rapid communications is not feasible or will not meet the need.

- Counseling and reporting services are provided to enhance the morale of Army personnel and their families as follows:

  - Obtains reports for individual Army members and their commanders that are needed to help make decisions in such matters as emergency leave and extension of leave for emergency reasons.

  - Obtains reports regarding the health, and welfare of family members to alleviate apprehension, worry, and concern.

  - Provides referral service for military personnel or their families to agencies specializing in legal aid, medical or psychiatric care, employment or family and children's welfare.

  - Financial assistance in the form of a loan without interest or an out-right grant, on the basis of need, may be provided to Army personnel and their dependents as follows:

    - For travel and maintenance expenses of Army personnel because of an emergency in the immediate family the appropriate commander has approved when leave.

    - For basic maintenance needed by spouse and children of Army members during the period pending first receipt of family allotment and during the periods when such payments are due but have been delayed or interrupted.

For travel and maintenance expenses of Army members granted convalescent leave.

Provides Red Cross instruction courses such as first aid, CPR, water safety for Army personnel and their dependents.

Furnishes volunteer assistance and opportunities in such areas as hospital, dental clinic, hospice, health and safety, rape crisis, and social work.

### **ARMY COMMUNITY SERVICE (ACS):**

ACS stands for Self-Help, and Stability - one human being helping another to make this a better community. ACS is located in building 5637 and 5639, at the corner of Fort Sill Blvd and Sheridan Road. ACS provides the following services.

**FAMILY SERVICES:** Provides professional casework services plus referrals to other helping agencies in the Lawton/Fort Sill community when needed.

**HELPLINE:** 24 hour telephone line provides information and consumer assistance to soldiers, retirees, DOD civilians, and their families. Emergency situations called in after duty hours are answered by the Field Officer of the Day.

**RELOCATION:** Provides information and assistance to personnel moving to other military installations, and about in processing sponsorship.

**LOAN CLOSET:** Lends dishes, small appliances, baby items, and other essential household items to families moving to the Fort Sill area. Loan Closet is located in building 5637.

**WESTERN WELCOME:** Welcomes newly assigned service members and their families to the Lawton/Fort Sill area. Provides current information delivered by knowledgeable volunteers.

**WORLD WIDE LIBRARY:** Maintains library of welcome packets from other installations and assists in obtaining welcome packets for individuals being reassigned.

**FAMILY MEMBER EMPLOYMENT ASSISTANCE:** Provides individual job and career counseling. Weekly workshops are held on resume and cover letter preparation, job interviews and other employment related activities.

**SUPPLEMENTAL FOOD ASSISTANCE:** Families in need of food due to emergencies may receive a voucher payable to the Fort Sill Commissary for a one (1) to three (3) day food purchase.



**FAMILY ADVOCACY PROGRAM:** Assists in the understanding and prevention of child/spouse abuse. Prevention/education classes on family violence are available. Annual classes are mandatory for all commanders and soldiers. Stress Management Training is also available. Crisis intervention and information/referral are provided as needed.

**ARMY EMERGENCY RELIEF:** Provides emergency financial assistance to soldiers, their family members, and retirees. Interest-free loans or grants are given for basic needs such as rent, utilities, emergency travel, and food.

**EXCEPTIONAL FAMILY MEMBER PROGRAM:** Services include, but are not limited to, information and referral to medical treatment facilities, schools, and other special need community services. Also assist in arranging special education transportation service.

**FINANCIAL COUNSELING:** Counseling is available to improve individual and family financial status. Services include: Budget Counseling, Debt Liquidation, and assistance in maintaining good credit practices.

**FINANCIAL TRAINING:** Soldier financial mismanagement is one of the Army's largest problems. Personal financial management training is primarily preventive, however, remedial classes are taught weekly. Classes taught on a regular basis are Banking & Credit Union Services, Checkbook Management, Personal Financial Readiness, Credit, Insurance, Budget Development, Debt Liquidation, Consumer Affairs, Financial Awareness, Check Writing Mistakes & Financial Planning.

**CONSUMER AFFAIRS:** Consumer Affairs attempts to better inform consumers through preventative education, resources, and handouts, and helps in the resolution of consumer client complaints, enjoying a high rate of resolution and client satisfaction.

**VOLUNTEER PROGRAM:** ACS provides a variety of opportunities for Volunteers to learn and gain experience, while getting out and meeting new people. Screening and placement is handled at the bi-monthly BIC (Basic Information Class) given the 2nd and 4th Wednesday of the month at 1:00 p.m.

**ADMINISTRATION OFFICE:** Provide technical knowledge and support to ACS Staff, as well as type official correspondence, order publication forms and supplies. Regularly make a variety of reports to higher headquarters and keep files and records.

## **CHILD DEVELOPMENT SERVICES:**

Child Development Services provides child care active duty. Retired military, active duty military reserve components and DOD Civilians employed on the installation (when space is available). CDS supports parental child-rearing responsibilities by providing developmentally appropriate care options for children ages 4 weeks through 12 years. Fort Sill offers child care through center and quarters-based programs. Fort Sill Child Development Services (CDS) offers a variety of child care options to eligible patrons.

**CENTRAL REGISTRATION:** Central Registration is located in Building 4122, Bragg Road. Patrons wishing to register their child(ren) in Part-day Preschool, Full-day Care, Hourly Care, Family Child Care (FCC) programs must register with CDS. The following information is required when registering a child:

- Each child's up-to-date immunization record.
- Proof of child's annual physical.
- \$19.00 annual family registration fee.
- Valid sponsor ID card.
- Valid power-of-attorney (if person registering child is other than sponsor)

In addition, if the sponsor is single or dual military patron, an up-to-date family care plan is required. Registration is between 0830-1430, Monday-Friday.

**FULL-DAY CARE CENTER:** The Main Center, Building 4122, Bragg Road, operates as a Full-day Care Center for children 6 weeks - 5 years in age. The center offers trained staff, balanced meals, and age-appropriate developmental activities.

**PART-DAY PRESCHOOL AGE PROGRAM:** The preschool program is located in Building 4122, Bragg Road, and offers a developmental program with one three hour morning class and one three hour afternoon class for children 3-5 years in age. The preschool age program operates year round.

**HOURLY CARE PROGRAM:** FCC Program offers a short-term developmental care for children whose parents have hospital appointments, volunteer commitments, or just need a break. Reservations are required since limited spaces are available. Balanced meals and snacks are served.

**FAMILY CHILD CARE PROGRAM:** FCC is in-quarters child care provided by a certified adult family member living in Fort Sill quarters. Eligible children 4 weeks - 12 years in age are accepted for care in FCC homes. Some FCC providers' offer extended hours care (for parents who must go TDY or to the field) or special needs care. All homes have been certified after meeting basic regulatory requirements and are routinely monitored.

SUPPLEMENTAL PROGRAMS AND SERVICES (SPS): SPS augments and supports the center-based and quarters-based child care systems. The following services are offered through this program:

- Registered Baby-Sitting File: CDS maintains a file registered by baby-sitters living both on and off post. Registered baby-sitters are people who care for one or more children less than ten child care hours per week on a regular basis, or who work as babysitters in the child's home. Babysitters must complete the American Red Cross Baby-Sitting Course, CPR and First Aid.

- Off-Post Child Care Resources: CDS maintains computerized lists of Oklahoma Department of Human Services licensed day care facilities in the Lawton community. Lists are available at the Central Registration Office, Building 4122, Bragg Road.

UNITED STATES DEPARTMENT OF AGRICULTURE (USDA) CHILD CARE FOOD PROGRAM (CCFP): CDS participates in the USDA CCFP which offers reimbursement through the state of Oklahoma for meals and snacks served to children in CDS facilities and programs. Participation in this program is mandated through the Department of the Army. Parents enroll their (children) when registering for CDS programs.

# **BOSS PROGRAM (BETTER OPPORTUNITIES FOR SINGLE SOLDIERS)**

## **FACT SHEET**

**SUBJECT:** Better Opportunities for Single Soldiers (BOSS) program

**PURPOSE:** To provide information on the BOSS program

1. The BOSS program is established to improve and enhance the total quality of life for single soldiers. It does this by serving as the vehicle through which single soldiers may voice their unique issues, concerns, and desires while reinforcing the single soldiers' equal membership in the total Army family.

2. The BOSS program was initiated on Fort Sill in 1991 and has made great strides toward improving the quality of life of the 3,000 or more single soldiers.

a. The primary vehicles of the BOSS program are the councils. The executive council, formed of one representative from every major command at Fort Sill, meets monthly. The full council, formed of representatives down to the battery/company level, meets quarterly. Minutes of each council meeting are prepared and forwarded through DCA and the post CSM to the command group, making senior management aware of all on-going single soldier issues.

b. The program is headed by a soldier, the council's president, in a special duty position to serve as full-time manager. The makes the program soldier run/managed. Furthermore, BOSS representatives are appointed all the way down to battery/company level, which enables the dissemination of information directly to the individual soldier.

3. While the initial focus of BOSS was primarily on recreational activities, the program allows the single soldier to have a strong voice in all post actions:

a. A BOSS representative sits on the Humane Services Council and steering committee, PX and commissary councils, Community and Family Review Committee, and BOSS forms a major focus group at the annual Army Family Action Planning Symposium.

b. The Post CSM is the senior enlisted advisor to the BOSS Council and attends council meetings. The Commanding General will also attend special meetings to participate and provide current status on single soldier initiatives directly to the council.

c. The program has a civilian MWR employee to act as coordinator, which lends continuity with the program's president.

d. MWR and AAFES program managers attend the BOSS meetings. Directorates also attend as needed to provide information and address single soldier concerns. The council has received presentations from organizations on barracks telephone issues, civilian schooling, health care, AAFES, recreation activities and the on-going barracks upgrade initiative.

4. Major program accomplishments are numerous and cover a wide range of areas such as barracks policy improvements and recreational activities. These have made BOSS a success. A list of several of them follows:

a. BOSS phone cards. Sold for \$8.00, these cards allow for 32 minutes of long distance phone time, while serving as a "BOSS card" which provides discounts to cardholders for numerous MWR services along with AAFES activities on post and for Lawton business discounts through a partnership with the Lawton Chamber of Commerce. These discounts are available with \$1 BOSS cards as well. Funds raised by the sale of the cards go into the BOSS account, used for single-soldier targeted events.

b. Weekly BOSS column in the Cannoneer. Provides the post with reminders of upcoming events and activities. Also includes an easy accessible list of the post level representatives, with telephone numbers.

c. Barracks life initiatives. The council developed recommendations for revised barracks policies; room furniture and decor are being improved; privacy standards are being reviewed; battalion area picnic and barbecue pavilions have been completed with ACOE dollars; and the council's soldiers work with the post CSM on all long-term barracks improvement projects.

d. Soldier Entertainment Center. The BOSS council developed this major construction project and recreational facility, which has been briefed to the Army Construction Review Board and has been approved for third party construction.

e. BOSS/Commissary Awareness Campaign. Promotional tours to educate hundreds of single soldiers about the great services and benefits of the commissary.

f. BOSS Bash. Held annually at the Impact Zone Club to bring soldiers together for fun and entertainment.

g. BOSS trips and entertainment events; involvement with the Nye Library; and volunteer time at the Lawton Home Health Care Center.

# BOSS PROGRAM

## REFERENCES: AR 215-1, Fact Sheet

1. According to AR 215-1, what does the BOSS program provide?

It provides opportunities for active duty soldiers, with an emphasis on single and unaccompanied soldiers, to participate in physical, self-development, leisure, and educational related services.

2. Who is the senior enlisted advisor to the BOSS council, and approves members selected to serve on BOSS committees?

The Installation Command Sergeant Major

3. What type of program is BOSS?

BOSS is categorized as a category B Morale, Welfare, and Recreation (MWR) program.

4. Who is the BOSS president?

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5. How many Major Subordinate Command representatives are there on Fort Sill?

13, from the following units:

MEDDAC	USMC
Post Support Battalion	DENTAC
Law Enforcement Command	Field Artillery Training Center
III CORPS ARTILLERY	HHB, III CORPS ARTILLERY
212TH FA	214TH FA BDE
17TH FA BDE	75TH FA BDE
30TH FA REG	

6. How many officers are on the BOSS council?

Three: President, Vice-President, and Secretary

7. Who is the MWR Program Manager?

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8. What are some committees that have BOSS council member representative?

- Human Services Council
- Post Exchange and Commissary Councils
- Community Family Review Committee

9. When was the Fort Sill BOSS program initiated?

In 1991

10. What is the lowest level unit that has a BOSS council representative?

The battery/company level

11. As a leader, you must be aware of issues that affect your soldiers. Who is your unit BOSS council representative?

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# THE ARMY FAMILY

## REFERENCES: The Army Family Action Plan, TRADOC PAM 28-2

1. What is the basis for the Army theme, "The Army family"?

A joint announcement signed by the Secretary and the Chief of Staff of the Army. This announcement was based on the C/S white paper 1983

2. The Army Family has been symbolized by the Secretary of the Army as an equilateral triangle. How is each side of the triangle expressed?

-Base: "Family of Components" (Total Force)

-Second Leg: "Family of Units"

-Third Leg: "Family of People"

3. What types of programs are focused on in the "Family of Components"?

Programs relating to the Active Army, National Guard, Army Reserve and civilian employees

4. What types of programs are focused on in the "Family of Units"?

Programs relating to the unique relationship of soldiers to their units and unit ties to other components of the command, such as squad to its platoon or the platoon to its company (battery)

5. What types of programs are focused on in the Family of People?

Programs relating to all areas of concern to the service members and their families, including the military and civilian retiree

6. The philosophy toward the family, based on the Army Family White Paper, consists of three critical elements. What are they?

-Partnership

-Wellness

-Sense of community



# **EQUAL OPPORTUNITY**

**REFERENCE: Army Regulation 600-20**

1. What is Equal Opportunity?

Equal consideration and treatment based upon merit, fitness, and capability

2. The EO and EEO programs are separate and distinct. To whom do these programs apply?

EO – Military personnel; EEO – Civilian personnel

3. What is the Post regulation that governs the Equal Opportunity Program?

USAFACFS Reg 600-7

4. What are the three policies each commander is required to write on Equal Opportunity?

Equal Opportunity, Sexual Harassment complaints, and Open Door policy.

5. What are some components of the Equal Opportunity Program?

- Equal Opportunity
- Sexual Harassment
- Affirmative Action
- Off-post activities
- Procedures for processing complaints
- Housing complaints
- Training
- Education
- Legal assistance

6. Who is the Equal Opportunity Officer in any unit?

The Commander

7. What is an Affirmative Actions Plan (AAP)?

Planned achievable steps to eliminate practices that deny equal opportunity to soldiers and families

8. Who is your unit Equal Opportunity Representative?

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9. Where is the Equal Opportunity office on post?

Building 652

10. Who are the post EO representatives?

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11. What is the objective of the Army Equal Opportunity Program?

To provide equal opportunity for military personnel and their family members both on and off post. To contribute to mission accomplishment, cohesion.

12. What are the procedures for processing Equal Opportunity complaints and how does the soldier know these procedures?

Individuals are encouraged to use command channels for redress of grievances. Commanders will establish complaint procedures and assure that each member is fully aware of procedures for obtaining redress of complaints, including those against members of the chain of command. The procedures will be in writing and displayed prominently on a permanent basis where all unit members will have open access to them (on unit bulletin board)

13. What is the primary channel for correcting discriminatory practices and for communications on equal opportunity matters?

Chain of Command

14. In which Army Regulation is the complaint procedure for equal opportunity grievances listed?

Army Regulation 600-20

15. What action does the Army take against off-post activities, including housing and public accommodations, which arbitrarily discriminate against members of the Army and their dependents?

They are placed off-limits or on restrictive sanction

# **ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL PROGRAM**

**Reference: Army Regulation 600-85**

1. What does ADAPCP stand for?

Army Alcohol and Drug Abuse Prevention Program.

2. What are the four overall objectives of the program?

Prevention, identification, restoration, evaluation, research, and education

3. What do the letters "CCC" stand for?

Community Counseling Center

4. How many tracks are there in the ADAPCP?

None, the tracks were discontinued

5. What has replaced Tracks I, II, and III?

Track I: Awareness education and group counseling nonresidential enrollment minimum 30 days.

Track II: Rehabilitation nonresidential intensive individual or group counseling enrollment minimum 30 days

Track III: Rehabilitation residential medical treatment with nonresidential follow-up enrollment 360 days.

6. Does a commander have to be notified of a service members enrollment in the ADAPCP?

Yes

7. What are the two objectives of the rehabilitation portion of the program?

- To restore individuals identified as abusers to effective use to unit
- To identify individuals who cannot be rehabilitated

8. Can a soldier be discharged from the service for alcohol and drug abuse?

Yes

9. How can you identify alcohol and other drug abusers?

- Voluntary (self) identification
- Command identification. Deterioration of SM's job performance, conduct, or -other behavior. Results of unit inspections
- Medical identification. A physician conducting sick call/emergency medical treatment or treating inpatient may determine that a SM is an abuser
- Bio-chemical urine testing
- Investigation/apprehension. A SM's abuse may be discovered by military or civilian law enforcement officials

10. Are only military personnel eligible for ADAPCP?

No. Dependents and civilian employees (appropriated and non-appropriated), as well as retired military and their family members are eligible

11. Can a soldier re-enlist if he is enrolled in ADAPCP?

Individuals currently in ADAPCP are not allowed to re-enlist.

12. Is Methadone maintenance an acceptable rehabilitation modality?

No. The Army does not support a policy that substitute one drug for another.

13. What is the objective of biochemical testing?

- Early identification.
- Deterrence.
- Monitoring of rehab process
- Develop data on the prevalence of alcohol within the Army.

## **MILITARY JUSTICE**

### **REFERENCES: MANUAL FOR COURT MARTIALS (MCM), Army Regulation 27-10**

1. What does UCMJ mean? AR 27-10, PG 92

Uniform Code of Military Justice

2. Who has the statutory authority to establish a military law system?

Congress of the United States

3. When was the UCMJ enacted?

1951

4. How did the UCMJ come about?

In 1951, Congress enacted the UCMJ, which replaced and was based upon the Articles of War, which had been in existence in various forms since 1775

5. Who has the authority to establish procedures to be followed in military criminal proceedings? MCM, PG A2-10, PARA 836

The President of the United States

6. What does the Manual for Courts-Martial do? What conduct is in violation of the UCMJ, of evidence, contains a list of maximum

The MCM explains what conduct is in violation of the UCMJ, sets forth rules of evidence, contains a list of maximum punishments for each offense and explains types of court martial

7. What Army Regulation covers military justice?

Army Regulation 27-10

8. What is article 31 of the UCMJ? MCM, PG A2-9, PARA 832

Explains a person's right against compulsory self-incrimination and the right to have an attorney

9. Who may impose non-judicial punishment under Article 15, UCMJ? AR 27-10, PG 8, PARA 3-7

Any commanding officer, including a warrant officer, in command

10. What is the purpose of non-judicial punishment? AR 27-10, PG 7, PARA 3-2

To correct, educate and reform offenders. To preserve an offender's record from a court martial. To further military efficiency by disposing of minor infractions of good order and discipline in a manner requiring less time and personnel than a court-martial

11. What type of offenses are normally disposed of by non-judicial punishment? AR 27-10, PG 7, PARA 3-2

Minor offenses

12. Can an individual object to an Article 15 and demand trial by courts-martial? AR 27-10, PG 11, PARA 3-18

Yes, except when aboard a vessel, either attached or assigned

13. Can an individual who objected to an Article 15 also object to trial by summary courts-martial? AR 27-10, PG 29, PARA 5-21

Yes

14. What are the two types of Article 15? AR 27-10, PG 10, PARA 3-16/17

-The Formal Article 15

-The Summarized Article 15

15. What is the maximum punishment authorized for a summarized Article 15? AR 27-10, PG 10, PARA 3-16

14 days extra duty, 14 days restriction, and an oral admonition or reprimand

16. What are the maximum punishments that a company/battery commander in the grade of Captain or below may impose under Formal Article 15 action to enlisted personnel? AR 27-10, PG 10, PARA 3-17

Reduction of E-4 or below one grade; 14 days restriction and 14 days extra duty or 7 days correctional custody (correctional custody may only be given to E3 and below). Forfeiture of 7 days pay or detention of 14 days

17. What are the maximum punishments that a field grade commander may impose under Formal Article 15 action to enlisted personnel?  
AR 27-10, PG 20, PARA A

Reduction of an E-5 and E-6 one grade if commander has promotion authority to those grades. Reduction of an E-4 and below to E-1; 60 days restriction and 45 days extra duty or correctional custody for 30 days; forfeiture of 1/2 of a month's pay per month for two months

18. What should a company grade commander do if he determines that his authority under Article 15 is insufficient to impose an appropriate punishment upon an offender? AR 27-10, PG 8, PARA 3-5

He should forward the case to the next superior commander if recommendation for appropriate action

19. What is the maximum number of hours of extra duty per day that can be given under Article 15? AR 27-10, PG 12, PARA 3-19

Extra duties may be required to be performed at any time and duration of punishment, for any length of time, as long as it does not impair health or is demeaning to the soldier

20. If an accused believes that his punishment under Article 15 is too harsh, he may appeal to whom? AR 27-10, PG 8, PARA 3-5

The next superior authority

21. Within how many days must an appeal of an Article 15 be made?  
AR 27-10, PG 15, PARA 3-29  
Five calendar days from imposition of punishment

22. Can the authority of a commanding officer to impose punishments under Article 15 be delegated? AR 27-10, PG 10, PARA 3-18

Yes, the GCM Convening Authority or any delegate his authority to the Deputy or Assistant Commander

23. What are the types of courts-martial?

- Summary
- Special
- Special, empowered to adjudge a Bad Conduct Discharge
- General

24. What is the minimum number of court members for each type of court-martial?  
MCM, PG A2-6, PARA 816, ARTICLE 16

Summary: None  
Any Special: Three  
General: Five

25. May enlisted personnel be members of special and general courts martial?  
MCM, PG A2-7, PARA 825, ARTICLE 25

Yes. (one third of the members may be enlisted personnel if requested by an accused)

26. Who may be tried by courts-martial?  
MCM, PG A2-1, PARA 802, ARTICLE 2

Any person subject to the UCMJ

27. Who acts as president of special or general courts martial?  
AR 27-10, PG

The senior member present

28. May an accused have a civilian defense counsel at his trial by courts martial?  
AR 27-10, PG 26, PARA 5-7

Yes, at no expense to the government

29. What is the maximum punishment authorized by a summary courts martial?  
AR 27-10, PG 20, TABLE 3-1

E-4 and below may be reduced to E-1, confinement for 30 days and forfeit 2/3's pay per month for one month. (Personnel in grades E-5 and above may only be reduced one grade and may not be confined)

30. What is the maximum punishment authorized by a special courts martial?  
MCM, PG A2-6, PARA 819, ARTICLE 19

Reduction to E-1, confinement for 6 months and forfeiture of 2/3 ' s per month for 6 months



31. What is the maximum punishment authorized by a BCD special courts martial?  
MCM, PG A2-6, PARA 820, ARTICLE 20

Bad Conduct Discharge, reduction to E-1, confinement for 6 months and forfeiture of 2/3's pay per month for 6 months

32. What is the maximum punishment authorized by a general courts martial?  
MCM, PG A2-6, PARA 818, ARTICLE 18

Governed by the maximum allowable punishment for each offense

33. What are three ways that a commander may lawfully seize the property of a person in his unit? AR 27-10, PG 40, PARA 9-8

Lawful searches and seizures, inspections, and inventories

34. What must a commander consider before authorizing a search?  
AR 27-10, PG 40, PARA 9-8

That there is probable cause that an offense has been committed and that the items connected with the offense will be found in the location he intends to search

# **WEAR AND APPEARANCE OF ARMY UNIFORMS AND INSIGNIA**

## **REFERENCE: Army Regulation 670-1**

1. What regulation prescribes the wearing of the uniform by soldiers of the US Army?

Army Regulation 670-1

2. When must ID tags be worn?

During field training  
While traveling in an aircraft  
When in uniform outside the United States

3. What is the correct placement of the name plate on the Army green service uniform for males?

It will be worn on the flap of the right breast pocket, centered between the top of the button and the top of the pocket

4. May the Army green uniform ever be worn with a white shirt? If so when?

Yes, a white shirt with a black bow tie may be worn at a formal social occasion

5. In what military situation would wearing the windbreaker not be authorized?

In formation, unless authorized by the commander

6. Where are the US Army and the insignia of branch placed on the lapel of the Army green service uniform?

For males, approximately one inch above the notch and centered on the collar with the center line parallel to the inside edge of the lapel

For females, approximately 5/8 inch up from the notch and centered on the collar with the center line of the insignia parallel to the inside edge of the lace

7. Describe the nametape worn on the ECWCS (Gortex) parka.

3 ½ inches long and ½ inch wide, with ¼ inch block lettering

8. Where is the Physical Fitness Badge worn on the IPFU (Improved Physical Fitness Uniform) jacket?

Center the badge  $\frac{1}{2}$  inch above the word "Army"

9. Where is the rank placed on the Army overcoat?

The bottom of the insignia is placed one inch up from the point of the collar and centered so that the center line of the insignia is bisecting the point of the collar

10. Where is the rank insignia placed on the field jacket?

The bottom of the insignia is placed one inch from the corner of the collar and centered

11. Where is the unit insignia (patch) worn?

One-half inch down from the top of the shoulder seam and centered on the left sleeve

12. Where is your rank worn on the Army green uniform?

Centered between the elbow and the shoulder seam

13. Where are your service stripes worn?

Four inches from the bottom of and centered on the left sleeve; placed at an angle of 45 degrees

14. What may be worn on your right sleeve other than rank insignia?

Overseas service bars and shoulder sleeve insignia for former wartime service

15. What is the correct length of the female dress skirt?

Not more than 1 inch above or 2 inches below the crease in the back of the knee

16. What is the acceptable standard in reference to hair of female soldiers?

Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hair styles will not interfere with proper wearing of military headgear or protective masks

17. With what uniforms may a female soldier wear earrings and what size may she wear?

Earrings may be worn with the service, dress and mess uniforms. They will not exceed 6mm or 1/4 inch in diameter and must be of gold, silver or white pearl; unadorned and spherical.

18. What is the correct placement of the nameplate on the female Army green uniform?

Between 1 to 2 inches above the top of the button centered horizontally on the wearer's right side

19. What is the correct placement of the Distinctive Unit Insignia (DUI) or the Regimental DUI on the black pullover sweater?

Centered above the nameplate

20. What is the correct placement of the Regimental DUI on the Class A uniform?

Male - Centered 1/8 inch above the top of the pocket flap or 1/4 inch above unit awards or foreign badges

Female - Centered 1/2 inch above the nameplate or 1/4 inch above unit awards or foreign badges

21. What is the correct placement of the service ribbons on the Class A uniform?

Male - Centered 1/8 inch above the left breast pocket in as many rows as necessary

Female - Centered on the left side with the bottom row positioned parallel to the bottom edge of the nameplate

22. When the belt with the brass tip is worn with the brass buckle the tipped end will extend how far?

Not beyond the end of the buckle so the fabric portion of the belt will not be seen

23. What uniform may be worn by male soldiers without an undershirt?

The Physical Fitness Uniform (PFU) only

24. What may be worn on the camouflage cold weather parka (Gortex jacket)?

Subdued, pin-on insignia of rank and combat leader's identification insignia, worn on the center tab

25. What is the only insignia authorized for wear on the Physical Fitness Uniform (PFU)?

The physical fitness badge

26. How high may you roll the sleeves of the Battle Dress Uniform?

No more than three inches above the elbow

27. Describe the proper wear of the beret.

28. Is wearing of black gloves without the field jacket or cold weather parka authorized?

Yes, provided that the sleeves of the BDU coat are rolled down

29. What jewelry is authorized for wear with Army uniforms?

Unless prohibited for safety or health reasons and as long as the style is conservative and in good taste:

- A wristwatch

- A wrist identification bracelet (POW/MIA or Medical Alert) (one item per wrist)

- Not more than two rings (wedding set is considered one ring)

30. How long should the sleeve of the Army Green Service Uniform coat be?

The sleeve should fall one (1) inch below the bottom of the wristbone, covering the shirt sleeve

31. How has identification of male and female non-subdued insignia of rank (sew on) been changed?

No longer referred to as "male" or "female". Now known as "large" and "small".

32. How is the decision made as to which size insignia will be worn?

The individual soldier makes the decision (Authority: Message, DAPE-HR-PR, 180937ZMAY98)

33. The Hot Weather BDU (HWBDU) has been replaced by what?

Enhanced Hot Weather BDU (EHWBDU)

34. Are you authorized to mix and match the EHWBDU and HWBDU coat and trousers?

Yes

35. What are the maximum number of Oak Leaf Clusters authorized for wear on a single ribbon?

4

36. How is the tenth (10<sup>th</sup>) award of an Army Achievement Medal displayed?

Two ribbons are worn; one with no appurtenances, and the other with one Silver and three Bronze Oak Leaf Clusters

## **MILITARY AWARDS**

### **REFERENCE: Army Regulation 600-8-22**

1. May a soldier currently flagged for being overweight be recommended and presented an award?

Yes, provided the award is based on valor, heroism, or for length of service retirement

2. Permanent award of badges will be announced in permanent orders, with the exception of what type of badge(s)?

Basic Marksmanship Qualification badges, Identification badges, and the Physical Fitness Badge

3. Under what conditions may the Air Assault Badge be revoked?

When the awarding authority determines that an assigned or attached individual has failed to maintain prescribed standards of personal fitness and readiness to accomplish Air Assault missions

4. Under what conditions may the Parachutist Badge be revoked?

- a) When an individual is punished under the UCMJ for refusal to participate in a parachute jump
- b) When an individual initiates action resulting in termination of airborne status before he/she completes 36 cumulative months of airborne duty

\* The Parachutist Badge with bronze star for a combat jump will be retained regardless of time on airborne status. The Parachutist Badge will be retained by those persons unable to complete 36 cumulative months of airborne duty through no fault of their own, for example, injury or reassignment under favorable conditions.

5. What information may be engraved on the reverse of awards?

The grade, name, and organization of the awardee are engraved on the reverse of the Medal of Honor. The name only, of the awardee, is/may be engraved on the reverse of every other decoration, and the Good Conduct Medal.

6. List the following in order of lower to higher precedence: Distinguished Service Medal, Distinguished Flying Cross, Distinguished Service Cross.

Distinguished Flying Cross, Distinguished Service Medal, Distinguished Service Cross

7. True or False: In qualifying for award of the Army Good Conduct Medal, a soldier's job performance and efficiency are evaluated.

True (Ref AR 600-8-22, para 4-6)

8. What does the numeral "1" represent on the Overseas Service Ribbon?

The numeral "1" is not used. The ribbon represents the first issue/award.

9. Describe the appurtenance worn on the Good Conduct Medal of a soldier with more than 12, but less than 15 years of qualifying service (having received award of the medal for each possible iteration).

Bronze clasp with 4 loops

9. a. Good Conduct Medal with more than 21, but less than 24 years?

Silver clasp with 2 loops

10. Who is the approval authority for award of the Marksmanship Qualification badge?

Any commander in the rank or position of Lieutenant Colonel or higher



## **SECTION TEN – SECURITY**

### **SAEDA & OPSEC**

**REFERENCES:** Army Regulation 381-12, Army Regulation 530-1

1. What is SAEDA and what does it stand for?

Subversion and Espionage Directed Against the US

2. What does OPSEC mean?

Operations Security

3. The primary target of enemy espionage is?

The individual soldier

4. You are on leave in another country and become aware of an incident. What should you do?

Report it to the nearest US Embassy/consulate or Army attaché

5. In a local bar, you are approached by a foreign national who begins asking you questions about your unit's personnel, weapons, morale and officers. Your actions should be what?

Report the matter to nearest INSCOM or Tactical MI Office

6. What does INSCOM stand for?

Intelligence and Security Command

7. What is the longest time a person may wait before reporting a SAEDA incident?

No longer than 24 hours

8. There are two types of deliberate compromise. What are they?

They are instances where classified defense information is compromise or possibly compromised as a result of:

- Espionage or suspected espionage activity
- Willful disclosure to an unauthorized person

9. What is the purpose of the authority for classification of the Army's SAEDA program?

It tells each member of the Army how to recognize and report SAEDA attempts and deliberate security violations

## **SECURITY AND INTELLIGENCE**

**REFERENCES: Army Regulation 380-5, Army Regulation 380-13, Army Regulation 340-16, Army Regulation 381-20, Army Regulation 380-67, TRADOC Supplement 1 to AR 380-5-1, USAFACFS Supplement to AR 380-5-1, USAFACFS Supplement to AR 381-20**

1. When should security violations be reported?

Immediately

2. What does the term downgrading mean?

To lower the existing classification on an effective date

3. All suspected attempts to solicit military information, classified or unclassified, by unauthorized individuals, organizations or representatives of foreign governments through unofficial channels must be reported immediately to the Military Intelligence Officer. What are some examples of unauthorized data that may be solicited?

- Names and biographic data of military or civilian employees of the US Army
- Copies of military directories, rosters or telephone books
- The identification, mission and location of military installations and units
- Performance data of military equipment

4. With whom should classified information be discussed?

Only with properly cleared military and civilian employees of the DOD with a need to know

5. Why do we classify information and equipment?

So that official information may be protected against unauthorized disclosure in the interests of national security

6. If the unauthorized disclosure of material could result in serious damage to the national defense, which type of material has been compromised?

Secret

7. What is the best means of transmission of classified material?

Direct contact with officials concerned

8. What must be found on the outside of all classified containers?

Standard Form 702, Security Contained Check Sheet

9. What grade must an active Army member be to witness the destruction of classified material?

For the destruction of TOP SECRET material the record shall be signed and dated at the time of destruction by two persons cleared for access to TOP SECRET information. The Destruction/Certifying Official will be appointed in writing but not the disinterested witness. The disinterested witness personnel must possess a TOP SECRET security clearance. The destruction certificate will be maintained for a minimum of 2 years. Destruction/certifying Officials will be appointed destruction of SECRET material in only those cases certificates of destruction must be maintained in accordance with directives. (There is no grade requirement for disinterested witness)

10. May secret material originating within the Department of Defense be reproduced or copied?

Yes, except when originating or higher authority has specifically denied the authority

11. By what means is Secret material destroyed?

By burning or, with the approval of the cognizant DOD component head, by melting, chemical decomposition, pulping, pulverizing, shredding, or mutilation sufficient to preclude recognition or reconstruction of the classified information

12. Who is responsible for ensuring that effective control of defense information is maintained at all times?

Commanders and supervisory officials are responsible within their area of jurisdiction

13. May military personnel and civilian personnel of the Army keep private records (diaries or papers which contain statements of fact) or opinions (either official or personal) concerning matters which relate to or affect the national security?

No

14. Can a person by virtue of his grade, office or security clearance be given defense information?

No. The dissemination of defense information will be limited strictly to those properly cleared persons whose official duties require knowledge or possession thereof; need to know basis

15. When can defense information be discussed over the telephone?

Only on secure circuits

16. Who shall you notify when you become aware of the possibility of disclosure of defense information to any unauthorized person or the loss of a classified document?

Any person who has knowledge of the actual or possible compromise of classified information shall immediately report such facts to the security manager of the person's activity

17. Who receives, maintains accountability registers of, and dispatches Top Secret control in each command?

TOP SECRET Control Officer

18. By what means may non-crypted Top Secret material be transmitted?

- The Armed Forces Courier Service (ARFCOS)
- Authorized DOD Component Courier Services
- If appropriate, the Department of State Courier Service
- Cleared and designated personnel traveling on a conveyance owned, controlled, or chartered by the Government of DOD contractors

19. What are the four W's to remember when observing an incident?

- Who
- What
- Where
- When

20. What Army Regulation governs handling of defense information?

Army Regulation 380-5

21. Who is responsible for security?

Everyone

22. What is combat intelligence?

The knowledge we have of the enemy, weather and terrain required for tactical operations

23. What is military intelligence?

It is military information after it has been processed

24. What is military information?

Anything that will tell you something of the enemy or the area of operation

25. How is classified waste handled?

Classified waste will be protected by the responsible person in accordance with its classification until it can be destroyed in the manner prescribed for similarly classified materials

26. How would you determine the security classification of the combination copy of a Standard Form 700?

Same classification as the highest degree material within the container. DA policy all combinations Secret so that each safe capability to store Secret. (Of course a TOP SECRET safe has to have a TOP SECRET combination)

27. What should you do if you discover a classified container open and unattended?

Remain with the container and contact one of the persons listed on the SF 700. Call the security office during duty hours and the Staff Duty Officer after duty hours. Remain with the container until one of the responsible officials arrive

28. Since FOUO information is in fact unclassified, may it be released to the general public? Why?

No, FOUO information is in fact designated as such to preclude its release to the general public

29. Which is the higher level of security classification, Confidential or FOUO?

Confidential. FOUO is a protective marking not a security classification

30. In what types of containers may FOUO be stored, as a minimum?

Locked rooms, locker desks or similar receptacles

31. What does the term "third party consent" mean in regards to telephone monitoring and the use of telephone amplification devices?

The consent of the caller and the person called must be obtained before a third or more parties may monitor the call

32. What is the proper procedure used in checking a locked safe?

Turn dial in one direction 4 times, check container for access and initial the Standard Form 702

33. How often are classified materials reviewed at the minimum?

They are reviewed at least once per year

34. When a blue cover is attached to a document, what does it represent?

It indicates that the material contained there-in is classified Confidential

35. Can Top Secret material be transmitted electronically?

Yes

36. What are some security violations?

- Talking about classified information with friends who have no need-to-know
- Unlocked safe with no one watching it
- Bragging about your security clearance

37. You have to study a Confidential Field Manual for your job requirements. What should you do?

Ask the S-2 to make arrangements so you can study it

38. If you find a classified Confidential document unattended on table in a snack bar, what should you do?

Take the document (do not read it) and immediately turn it over to the S-2 or Intelligence Officer

39. Who does the responsibility for protecting classified information rest with?

Any individual who possesses or has knowledge of such information

40. If a stranger anywhere were to offer you money for information concerning your unit, such as its strength, deadline rate, morale, combat readiness, etc., what action should you take?

Tell the person that you would have to think about the offer and report the incident immediately to nearest Military Intelligence Office

41. You are walking down the street, you find a document marked SECRET, what do you do?

You pick up the document immediately, but you do not read it. Take it to your S2 or commander

42. What is Counterintelligence?

All actions taken to deny the enemy vital information concerning our plans, intelligence and activities; detect the enemy's efforts to obtain information; and deceive enemy as to our true plans and intentions

43. Messages are assigned a precedence according to importance and required speed of delivery? What are the four precedence (speed)?

-FLASH (fastest)

-IMMEDIATE

-PRIORITY

-ROUTINE (slowest)



## COMSEC/SIGSEC

**REFERENCES: Army Regulation 530-2, Field Manual 24-33, Field Manual 34-1**

1. Authentication is the best defense against what?

Imitative Electronic Deception (IED)

2. When answering the telephone, in addition to giving your name and section, you are required by AR 530-2 to state what?

"This line is not secure"

3. Which is the highest classification of information, which may be discussed over non-secure communications circuits?

Unclassified information

4. Methods of denying the enemy intelligence information through good communications security include what two factors?

- Do not discuss classified information over the telephone or in radio transmissions
- Use SOI items to encrypt information of intelligence value pertaining to your unit

5. What should all personnel entrusted with the security of SOI items always remember?

Practice good security procedures by safeguarding these items at all times

6. If you receive an order over the radio, you should challenge it by means of what?

Using authentication table

7. When should you request a station to authenticate?

- When making an initial communication
- When you suspect imitative electronic deception
- When transmitting operating instructions which affect the military situation

8. What does the acronym ECCM stand for?

Electronic counter-countermeasures

9. What does the acronym MIJI stand for?

Meaconing, intrusion, jamming, and interference

10. What is meaconing?

Transmission or re-transmission of actual or simulated navigation signals to confuse navigation.

11. What is the first step in overcoming jamming?

Continue to operate

## COMBAT INTELLIGENCE

**REFERENCES:** Field Manual 34-1, Field Manual 34-2, and Field Manual 34-3

1. The best key word for reporting intelligence information is what?

SALUTE

2. What do the letters "S A L U T E" stand for?

S- Size  
A- Activity  
L- Location  
U- Unit  
T- Time  
E- Equipment

3. Counterintelligence in combat includes what measures and actions?

-DENY: The enemy information of our plans, intentions, and activities  
-DETECT: The enemy's efforts to obtain information  
-DECEIVE: The enemy as to our true plans and intentions

4. If you are on a reconnaissance patrol, what is your primary mission?

Gather and report information on the enemy

5. Why would your unit be interested in the location of an enemy assembly area?

It is of great importance to your security and should be reported by the fastest means available

6. It is important that your reports of enemy activity be what?

-Accurate  
-Thorough  
-Timely

# **GUARD DUTY**

**REFERENCE: Field Manual 22-6**

1. How many Reliefs compose a guard?

Three **(SECTION II GUARD MOUNT)**

2. Who within the composition of the guard assigns posts to the guards?

The Commander of Relief **(SECTION 4 POSTING RELIEFS)**

3. On the directive of prepare the guard for inspection, what is the next command given to the guard by the commander of the guard?

Open Ranks March **(SECTION 2 #36. PREPARING GUARD FOR INSPECTION)**

4. What are the two purposes of interior guard?

Protect property, and enforce military regulations **(CHAPTER 3)**

5. What two main qualifications must a soldier have before being eligible for guard duty?

-Knowledge of his orders

-Qualified with his individual weapon **(CHAPTER 2)**

6. Who inspects the guard?

The Officer of the Day (OD) or Sergeant of the Guard when an OD is not appointed **(Section II Para. 36c)**

7. What two classes of orders does a sentry have?

-GENERAL ORDERS: orders that apply to all guard posts

-SPECIAL ORDERS: orders that apply to a particular guard post **(Chapter 4 Para 8) (Orders)**

8. How many GENERAL ORDERS are there and what are they?

Three:

- I will guard everything within the limits of my post and quit my post only when properly relieved
- I will obey my special orders and perform all my duties in a military manner
- I will report all violations of my special orders, emergencies, and anything not covered in my instructions to the commander of the relief **(Chapter 4 Para. 9) (Orders)**

9. How does a posted guard with a rifle salute?

Halt, face music, person or colors and present arms **(Chapter 4 Para. 7B)**

10. You are standing guard at the post ammo dump. You notice a group of people heading in your direction. What measures should you take?

Come to position of Port Arms and call "HALT", who is there? **(Chapter 4 Para 9D)**

11. In which position will a guard challenge anyone while on guard duty armed with a rifle?

Guard must be in a position of port Arms **(Chapter 4 Para 9A)**

12. What disciplinary actions can be handed out to an individual who is caught sleeping while on guard duty?

Sleeping on guard duty can be punishable by Court Martial **(Chapter 4 Para 10)**

13. How does a sentry salute when carrying a weapon at sling arms on a post that does not require challenging upon recognition of an officer?

Weapon remains at sling arms and the hand salute is rendered **(Chapter 4 Para 7A)**

14. What action does the Commander of the Relief take when a guard is posted and relieved when live ammunition is used on the guard post?

The Commander of the Relief will personally supervise the loading, unloading and clearing of the weapon **(Chapter 6)**

15. In using countersigning for a challenge, what is a parole?

A parole is a special password used as a check on the countersign when guards are inspected **(Chapter 9 General Para. C)**

16. What is a challenge?

The first word or part of the countersign used to challenge a person or party **(Chapter 9 Para. 90C)**

17. What is a password?

A secret word or distinctive sound used to reply to a challenge **(Chapter 9 Para 90)**

18. When should a challenge be given?

The challenge is given by the guard after the person is advanced to be recognized.

19. Must all Special Orders be in writing?

No. They may be written or oral **(Chapter 4 Para. 11E)**

20. If you find an irresponsible guard on post, what should your action be?

Notify the commander of the guard or NCO of the guard and stay on the post until a qualified guard is posted **(Chapter 4 Para 10, #10)**

21. What is a supernumerary?

An extra member of the guard who is used when needed to replace a guard or perform duties prescribed by local directives **(Chapter 6 Para 36A)**

22. What is the fixed post system for guard duty?

Assigning sentinels to guard duty at fixed posts where they remain until relieved **(Chapter 5 Section IV)**

23. During the hours for challenging, when does the guard or sentinel salute?

The salute is rendered as soon as the officer has been duly recognized and has advanced **(Chapter 4)**

## **SECTION ELEVEN - COMBAT SKILLS**

### **FIRST AID**

**REFERENCES:** Field Manual 21-10, Field Manual 21-11, Field Manual 3-100

1. What is the definition of first aid?

First aid is the emergency care given to the sick, injured or wounded before medical treatment can be administered by medical personnel

2. Who carries the first aid pack in combat?

Every soldier

3. Why is individual training in first aid of such a great importance?

In the event of an emergency, medical personnel may not be readily available

4. What are the four lifesaving measures in order?

- Open the airway and restore breathing and heartbeat
- Stop the bleeding
- Protect/treat the wound
- Treat for shock

5. What methods of carrying a casualty can one man use?

Fireman's carry	Cradle drop drag
Supporting carry	Pistol-belt carry
Arms carry	Pistol-belt drag
Saddleback carry	Neck drag
Pack-strap carry	

6. What is the most effective method of preventing disease?

Cleanliness

7. What military publication covers first aid?

Field Manual 21-11

8. When you discover an individual's heart has stopped beating, what action must be taken immediately?

External Chest Compression: One rescuer will perform CPR using a 15 to 2 ratio (15 compressions followed by 2 quick but full long inflations). Two rescuers - 1 compression each second with the second rescuer giving 1 breath every 5 compressions

9. What is the best way to give artificial respiration?

Mouth to mouth artificial respiration

10. When administering the chest-pressure arm lift method, how many times per minute do you repeat the cycle of press, lift, stretch, and replace?

10 to 12 cycles per minute

11. When administering mouth to mouth or mouth to nose, how many times per minute should you repeat the cycle?

12 times per minute

13. What is the ratio of heart compressions to breaths when administering CPR using the one-rescuer method?

15 to 2 Ratio - 15 heart compressions followed by 2 quick but full lung inflations. This cycle is repeated (15:2) 4 times, then check the casualty for breathing and pulse

14. What are the three methods that can be used to clear an obstruction from the throat of a conscious victim?

- Back blows
- Abdominal thrusts
- Chest thrusts

15. Describe mouth to mouth artificial respiration.

- Clear the mouth and throat of mucus, food, or foreign matter
- Tilt the head back, grasp lower jaw and lift
- Pinch nostrils, take a deep breath, place your mouth around soldier's mouth and blow forcefully until the chest rises
- Listen and look for signs of throat obstruction or clogged passages. Repeat this process twelve times per minute



16. What kind of artificial respiration is used in contaminated areas?

Chest pressure arm lift method

17. How long do you continue the heart massage and mouth to mouth resuscitation?

Until the casualty starts to breathe on his own and his pulse is detected, or until rescuer is relieved by another person, or until he is too tired to continue

18. When must mouth to nose respiration be used?

Mouth to nose respiration must be used when the casualty has a severe mouth or jaw wound or when the jaws are tightly shut by muscle spasms

19. What is the purpose of splinting and why?

To immobilize or fix bone fragments. Broken fragment may cause blood vessel and nerve damage, which may lead to shock and increased pain

20. What is a fracture?

A broken bone

21. What are the two types of fractures?

- Compound or open fracture (bone through the skin)
- Simple or closed fracture

22. What are the principles of splinting?

- All fractures and long bones should be splinted "where they lie"
- Immobilize the joint above and below the fracture
- Do not interfere with blood circulation
- Pad the splint

23. How is an open fracture treated prior to splinting?

Stop the bleeding, then apply a dressing and bandage

24. What is a closed fracture?

A break in the bone without a break in the overlying skin

25. What are the five signs of a fracture?

- Bone protruding through the skin
- Unnatural position
- Tenderness or pain when slight pressure is applied
- Swelling of the injured area
- Discoloration of the skin at the injury

26. What equipment can be used as a splint?

Rifles, boards, tree limbs, or anything flat

27. How should a patient with a fractured spine be transported?

Soldier should be transported on a litter or a straight board maintaining the natural arch in the back

28. When should a patient not be placed in the shock position?

When the patient has a head injury

29. What is the minimum amount of ties used in immobilizing a limb?

Four ties, minimum, 2 above and 2 below the fracture

30. What may result if an unsplinted fracture is moved?

Pain, can increase shock, and may further damage nerve, muscles and blood vessels

31. What is the first aid treatment for each of the four chemical agents?

- Nerve: Nerve Agent Antidote Kit (NAAkO, MARK I)
- Blister: Use your M258AI Decon kit to decontaminate your skin and use water to flush contamination from your eyes. If blisters form, cover them loosely with a field dressing and secure the dressing
- Blood: No first aid treatment. (Seek medical aid if symptoms are severe)
- Choking: loosen clothing, keep warm, and avoid movement

32. In using the automatic the Nerve Agent Antidote Injector, what part of the body should you put it?

In a thick muscle, such as the thigh

33. There are seven symptoms of mild nerve agent poisoning, name them.

- An unexplained runny nose
- Unexplained sudden headache
- Sudden drooling
- Difficulty seeing
- Tightness in chest or difficulty breathing
- Localized sweating or twitching
- Stomach cramps
- Nausea

34. There are ten symptoms of severe nerve agent poisoning, name them.

- Strange or confused behavior
- Wheezing, difficulty in breathing, and coughing
- Severely pinpointed pupils
- Red eyes with tearing
- Vomiting
- Severe muscular twitching and general weakness
- Loss of bladder/bowel control
- Convulsions
- Unconsciousness
- Stoppage of breathing

35. If you have a major eye injury, which eye should be bandaged?

Both

36. If a casualty has an open chest wound, after the wound is bandaged air-tight, should he be allowed to sit up if he is more comfortable?

Yes

37. If a casualty with an open chest wound chooses to lie down after the wound is air-tight, which side should he lie on?

His injured side

38. Should a casualty with an abdominal wound be allowed to drink water or eat anything?

No

39. Name two important things you shouldn't do when treating a person with abdominal wounds.

- Touch or try to push protruding organs into the wound
- Apply dressing or bandages too tightly because it can cause additional injury

40. In what position do you place a casualty with a stomach wound?

On his back with his knees flexed

41. Explain how to treat a snake bite.

- Reassure soldier and keep him/her quiet. Immobilize bitten limb in a position lower than the heart
- Place an improvised lightly constricting band (shoestring, bootlace, strip of cloth) between bite site and heart, 2 to 4 inches above the bite
- Remove all jewelry from bitten limb, continue to reassure the soldier
- Send someone for assistance; if a litter or a vehicle is available, transport the soldier to nearest medical facility. The snake should be killed (if possible without damaging the head and taken along for identification)
- Observe casualty closely for signs of difficult breathing and be ready to initiate artificial respiration

42. To stop bleeding, should pressure be applied between the wound and heart, or between the wound and end of the extremity?

Between the wound and the heart

43. How do you identify a person that is in shock?

A person in shock may tremble and appear nervous, may be thirsty, may become very pale, wet with sweat, and may pass out

44. What preventive measures can be taken to prevent heat injuries?

Drinking plenty of water

45. If pressure has been applied to a bleeding wound and the bleeding wound doesn't stop, what method should you use in stopping the bleeding?

Tourniquet

46. When treating for or trying to prevent shock, you are suppose to give the casualty, provided he is awake and does not have a belly wound, a stimulant. Would you consider alcohol a stimulant?

No, it's a depressant

47. When don't you elevate the injured part of the body above the heart to lessen bleeding?

When there is a broken bone in the injured part

48. Name three types of bleeding.

- Arterial
- Venous
- Capillary

49. Name the four methods used to stop bleeding.

- Pressure dressing (the preferred method)
- Field dressing
- Manual pressure
- As a last resort, tourniquet

50. How is arterial bleeding recognized?

Spurts of bright red blood

51. If you have a severe cut on the inside of your wrist which is bleeding badly, where would you apply a tourniquet?

Directly above the elbow

52. Where are the pressure points in the facial area?

Below the ear lobe at the rear of the jaw bone  
Above the ear in the vicinity of the temple

53. When do you use a tourniquet?

Only when pressure over the wound area, pressure over the appropriate pressure point and elevation of the wounded part fail to control the bleeding

54. What is found in the first aid packet that each individual carries?

Field dressing

55. What does the word "hemorrhage" mean?

Excessive bleeding

56. What usually causes bleeding to stop in the case of very mild hemorrhages?

It stops itself due to the coagulation or clotting of the blood

57. What are the three types of blood vessels?

Veins, arteries and capillaries

58. Describe the appearance of bleeding from a vein.

Dark red and a steady flow

59. In an emergency situation what is the choice method for controlling the bleeding?

The use of the pressure dressing

60. After a tourniquet is used to stop bleeding, who is authorized to remove it?

A doctor or medically qualified person

61. What is a dressing?

A sterile pad, compress or sponge applied directly to a wound for the promotion of healing

62. Give five uses of dressings.

- Control bleeding
- Apply medication
- Absorb excess moisture
- Conserve local heat
- Protect the wound

63. What are the four types of burns?

- Thermal burns
- Electrical burns
- Chemical burns
- Laser burns

64. What are three types of classification of burn and describe?

- 1st degree: reddening of the skin
- 2nd degree: blistering
- 3rd degree: charred flesh.

65. What are the five steps in treating a blister?

- Wash the area with soap and water
- Sterilize a needle by heating until red
- Puncture the outside edge as close to the lower edge as possible
- Roll the needle from the top edge to the bottom edge draining the blister of any fluid
- Apply and secure a compress dressing

66. How do you treat burn wounds?

Expose the burn, apply a field dressing, If casualty is conscious and not nauseated, give him small amounts of water, treat for shock and seek medical aid

67. What is "self aid in relation to the Armed Forces"?

The emergency treatment one applies to oneself

68. What are the signs of dehydration?

Dark yellow urine, sluggish, no appetite, nausea, drowsy, higher temperature, dizzy and dry mouth

69. What first aid measures should be given to a person suffering from heat stroke?

- Move the casualty to a cool, shady area of improvised shade and loosen his clothing
- Immerse him in cool water, if he cannot be immersed, the arms and legs should be massaged with cool water, pour water on him and fan him
- If conscious, have him slowly drink at least one canteen full of water
- Seek medical aid and evacuate as soon as possible

70. What is the amount of water given a person suffering from heat stroke or heat exhaustion?

-Slowly drink at least one canteen full of water

71. What are the symptoms of heat stroke?

Clammy skin, does not perspire, hot and dry skin, extreme high temperature, unconsciousness nearly always results

72. How do you treat a casualty for heat cramps?

- Move the casualty to a shady area or improvised shade and loosen his clothing
- Give large amounts of cool water slowly
- Monitor and give more water as tolerated
- Seek medical aid if the cramps continue

73. What are the symptoms and treatment for heat exhaustion?

Symptoms: Loss of appetite, headache, excessive sweating, weakness or faintness, dizziness, skin is pale, cool, moist and clammy

Treatment - Move to a cool, shady area or improvised shade, loosen clothing, pour water on him and fan him, have casualty slowly drink at least one full canteen of water, elevate casualty's legs, seek medical aid if symptoms continue

74. What are the two types of frostbite?

- Superficial
- Deep

75. If another person has possible frostbite on his feet, how would you help him?

Take off his socks, put dry ones on, and place his feet inside my field jacket

76. What are two types of wet weather injuries and how would you prevent them?

- Immersion foot: exposure to dampness and heat; change socks daily (between changing allow 5 minutes for air to get to feet) and keep moisture out of footgear
- Trench foot: exposure to dampness and cold; treatment is the same as above

77. What are the signs of deep frostbite?

Numbness and skin appears yellowish or waxen "wooden" or solid to the touch



78. Where should a deep frostbite be treated?

At the aid station

79. How do you treat superficial frostbite?

Warm at body temperature, hands on cheeks (don't rub), fingers under armpits, and feet on buddy's belly under clothing

80. What is trench foot?

Trench foot is when the feet are exposed to wet conditions, generally at temperatures from freezing to 50 degrees F., and the feet are inactive for a long period of time

81. What are the signs of snow blindness?

Eyes feel gritty, get red, pain and water

82. Name four principles to remember in psychological first aid.

- Respect everyone's right to have his own feelings
- Accept emotional disability as being just as real as physical disability
- Realize that every physically injured person has some emotional reaction to the fact that he/she is injured
- Realize there is more strength in most disturbed soldiers than appears at first glance

83. What is rabies?

Rabies is a disease of warm blooded animals transmitted to humans by bites and scratches

84. What should you do if a stray domestic or wild animal bites you?

Try to impound the animal but not kill it, unless it is a last resort. If the animal has to be killed, it should be done without injuring the head

85. What are some of the most common causes of blisters and abrasions?

Ill fitting footwear and socks, improperly maintained footwear and heat and moisture

86. How do you treat a casualty for a severe electrical shock?

Treatment for severe electrical shock is to turn off the power, if possible; use a dry wooden pole or any other non-conductive material to remove the casualty from the live wire; administer artificial respiration, if required; and send for medical aid

87. What is the principal danger of small wounds such as cuts and scratches?

Infection from contamination as these wounds bleed very little

88. How do you treat a casualty who has fainted?

Lie the person down, elevate the feet six to eight inches, if available, place an ample amount of ammonia near the casualty's nose for a few seconds, and loosen clothing and apply a cool wet cloth to his face

89. What are the signs of carbon monoxide poisoning?

Headache, dizzy, yawn, nausea, ears ring and heart flutters

90. How do you treat a carbon monoxide casualty?

Move the casualty to fresh air, immediately administer artificial respiration if required, keep quiet and get him to a medical treatment-facility as soon as possible

## **NUCLEAR, BIOLOGICAL, CHEMICAL PROFICIENCY**

**REFERENCES: Field Manual 3-3, Field Manual 3-4, Field Manual 3-5,  
Field Manual 3-100 Field Manual 25-51**

1. What is the most important piece of individual protective equipment for protection against a chemical agent?

The protective masks; M40 and M42 series

2. What are the four principles of decontamination?

- Decontaminate as soon as possible
- Decontaminate only what is necessary
- Decontaminate as far forward as possible
- Decontaminate by priority

3. What is the United States policy on the use of Nuclear, Biological, and Chemical Weapons in a conflict?

Nuclear: we will use first if need be (first strike)

Biological: we will never use

Chemical: we will use only after enemy first use

4. What would be your actions under a known or suspected chemical or biological attack?

- Stop breathing, close your eyes, put on mask with hood, clear and check mask. Do not fasten the hood, but go immediately to the next step
- Gives the alarm
- Take cover
- Decontaminates skin if necessary
- Assume MOPP 4
- Decontaminate personal equipment if necessary
- Report presence of chemical or biological hazard indicators to supervisor is present to remove your mask

5. Who gives the order to unmask?

The senior person at the site

6. What is the color of the Chemical Contamination Marker?

Yellow background, with the word "GAS" in red letters

7. What does the acronym "MOPP" stand for?

Mission-Oriented Protective Posture

8. How many MOPP levels are there?

Five levels, zero through four

9. What is the maximum number of MARK I injections that may be given for nerve agent poisoning without the advice of medical support personnel?

Three MARK I sets injected at 10 to 15 minute intervals. For severe symptoms, administer three MARK I sets and a Convulsant Antidote for Nerve Agents (CANA) immediately

10. What is the M58AI kit used for?

Training kit for skin decontamination

11. What is the M258AI kit used for?

The M258AI kit is used as a skin decontamination kit

12. What is the MARK I kit used for?

First aid for nerve agent

13. What is the first aid treatment for blood agent poisoning?

Seek medical aid

14. What do you use to decontaminate heavy equipment?

DS2

15. What apparatus do you use to apply DS2?

M11 Decon apparatus, or M13 decontamination apparatus

16. What is the M8A1 alarm system used for?

To detect field concentrations of nerve agents vapors

17. What is the M256 kit used for?

To detect and identify field concentrations of Nerve, Blister, or blood agent vapors

18. What is the most expedient decontamination method for biological agents?

Wash with soap and water

19. What are three types of NBC alarms?

- Audible sound of metal to metal
- Vocal alarm of "GAS" and hand signal
- Normal means of communication (radio, telephone)

20. What is the color of the Biological Contamination Marker?

Blue background with the word "BIO" in red letters

21. What are biological agents?

Living micro-organisms that produce diseases in men, animals, or plants and/or cause deterioration of material

22. How are chemical agents disseminated?

Liquids, gas, or solids

23. What is an AN/PDR27?

The AN/PDR27 is a low-range dose-rate (GM) type instrument used for monitoring personnel, food and equipment

24. What is the purpose of an NBC-4 report?

To provide a report of actual contamination

25. What is the precedence of NBC-1 reports?

FLASH precedence; all subsequent reports are IMMEDIATE precedence

26. What is an NBC-1 Report?

An observer's initial report, giving basic data on a NBC attack

27. What is the best way to remove radiological contamination from the body?

Bathing

28. What is the first indication of a nuclear explosion?

Intense light, brighter than sunlight

29. Who carries (wears) the DT236/PD individual dosimeters?

Every soldier

30. Who operates the survey meters?

Specially trained personnel (monitoring team)

31. What is the color of the Nuclear Contamination Marker?

White background with the word "ATOM" in black letters

32. What is nuclear warfare?

The use of nuclear weapons against men and material to produce casualties and cause destruction

33. What are the three types of nuclear explosions?

-Air Burst

-Surface Burst

-Subsurface Burst

34. What is "fallout"?

The falling out of radioactive particles from the nuclear cloud

35. What causes the greatest damage from an air burst?

Heat and blast

36. What is an air burst?

A nuclear explosion in which the fireball does not touch the ground

37. Canned foods and covered water may be used after nuclear action under what circumstances?

Wash container with soapy water thoroughly before opening

38. What is an IM-174A/PD?

The IM-174A/PD is a high-range dose rate meter used to survey or monitor an area

39. When taking a reading with the IM-174A/PD, where is the meter held in relation to the ground and your body?

When taking a reading with the IM-174A/PD, the meter is held approximately waist high, one meter off the ground so the meter faces skyward

40. What does the acronym NBC stand for?

Nuclear, Biological and Chemical

41. What is the first aid for nerve agent poisoning?

Nerve agent antidote kit (NAAK) MARK I

42. What is chemical warfare?

The use of chemical agents against man to produce casualties

43. What does the term chemical agent mean?

A chemical substance intended for use in military operations to kill, seriously injure, or incapacitate humans through its physiological effects. Excludes riot control agents, herbicides, smoke and flame

44. What is a surface burst?

The point of detonation is on or above the surface of the earth and the fireball is in contact with the earth

45. What damage is caused by a surface blast?

Heat (same as air burst), residual radiation, and blast (less widespread than in the case of an air burst)

46. What is a subsurface burst?

A center of the burst is beneath ground or under the surface of water

47. What is a sub-surface burst generally used for?

To damage underground targets and structures and to make craters as barriers and obstacles

48. How is nuclear radiation detected and measured?

Specially designed electronic instruments called radiac instruments

49. Name some types of radiac instruments.

- IM-174A/PD (high range dose rate meter)
- AN/PDR 27 (low range dose rate meter)
- IM 93 dose meter (total dose rate meter)
- DT236/PD (individual dosimeter)

50. What is a Centigray?

A unit of absorbed dose of radiation. The term replaces "RAD"

51. What are the six objectives in NBC training?

To acquaint the soldier with:

- The types of toxic agents and their affects
- How toxic agents are detected by the individual and trained personnel
- How to use protective equipment, other protective devices and other protection
- How to care for individual protective equipment
- How to remove toxic agents from himself and his equipment
- How to perform first aid

52. How do you decontaminate (remove radiological contamination from) your clothing, equipment, and cover?

Brush with a brush or twigs and branches, shake well, and scrape walls of foxhole and spread around outer rim of foxhole



53. What are some biological warfare clues?

Air spray, unusual bombs or shells, smoke, mortars, increase in sickness, and dead animals

54. What is the individual protection against biological warfare?

Mask, avoid contaminated food and water, keep immunizations updated and maintain good personal hygiene

55. What are toxins?

Poisonous substances produced by by-products of microorganisms, plants, and animals. Some toxins can be chemically or artificially reproduced

56. What are the three types of chemical agents?

Persistent, Non-persistent, and Dusty

57. How soon do symptoms appear after nerve liquid comes in contact with the skin?

Within 2-3 minutes

58. What does the term "persistent" and "non-persistent" mean?

The duration of effectiveness of casualty producing agents

59. What are the four casualty producing chemical agents?

Nerve, blister, blood and choking agents

60. Mustard liquids appear in what color form?

Ranging in color from colorless, pale yellow, amber, brownish to a dark brown oily liquid

61. Give three names for Blister Agents?

- Distilled mustard (HD)
- Nitrogen mustard (HN)
- Phosgene Oxime (CX)
- Lewisite (L)
- Mustard Lewisite (HL)
- Levinstein Mustard (H)

62. What are the symbols for our standard nerve agents?

- GA-Tabun
- GB-Sarin
- GD-Soman
- VX

63. Why are nerve agents hard to detect by human senses?

Because they are generally odorless and colorless

64. After contamination with distilled mustard, how long before the first symptoms appear?

Four (4) to six (6) hours

65. What are the first symptoms that usually appear after contact with blister agents?

Inflammation, smarting and watering of eyes, sensitivity of eye to light, and swelling of eye lids

66. What are the names of the two most common blood agents?

Hydrogen Cyanide and Cyanogen Chloride

67. What are the first symptoms to appear after contact with Cyanogen Chloride?

Irritation in nose and throat, coughing, choking, tightness in chest, and difficulty breathing

68. What is the first symptom to appear on contact with Hydrogen Cyanide?

Marked increase in breathing rate

69. What is the first aid for toxin poisoning?

The same as for chemical. Mask, decontaminate skin with M258A1 or soap and water, and seek medical assistance immediately

70. What is the name for choking gases?

Phosgene

71. What distinctive odors do choking agents have?

Newly mown hay, grass, green corn

72. What are the first symptoms to appear after contact with Phosgene?

Coughing, inflammation of nose and throat, difficulty breathing, pain in chest, wheezing

73. A drop of blister agents, the size of a pinhead, will produce a blister how large?

The size of a quarter

74. What are the six methods of delivery of a chemical or biological agent?

Artillery, mortar, rockets, bombs, missiles and aircraft

75. What is the model number of your protective mask?

M40, M42, etc.

76. How may a NBC agent enter your body?

Eyes, nose, mouth and skin

77. What are the mild symptoms of nerve agents?

Unexplained running nose, difficulty seeing, difficulty in breathing, sudden headache, twitching of exposed skin, nausea, drooling, stomach cramps

78. Who is responsible for the care of the protective mask?

Each individual soldier

79. How long should it take to don the M40 protective mask?

Nine seconds or less

80. What is the first thing you do on hearing an NBC alarm?

Stop breathing

81. What is the most dangerous type of radiation?

Gamma rays, they are highly penetrating

82. What two gases does the protective mask NOT protect you against?  
Ammonia or carbon monoxide

83. What is the purpose of protective mask drill?

So that the individual soldier automatically follows the proper procedures for putting on the protective mask in the event of an emergency. A well trained soldier should be able to mask in 9 seconds or less

84. What are the basic carrying positions of the protective mask?

Shoulder carry and leg carry

85. How is the protective mask stored in its carrier?

With eye pieces and nose cup facing outward in upright position

86. What is the purpose of the plastic bag, which is stored within the carrier for the protective mask?

To keep protective mask dry when situation is necessary

87. What is the chemical agent CX?

Blister agent (phosgene oxine)

88. How do you mark a victim to whom you have administered a nerve agent antidote?

Attach the expended injectors to the left pocket flap of his overgarment

89. What is the self/first aid for tear agents?

Face into the wind, DO NOT rub eyes

90. What do you do if you get an agent in your eyes?

Flush your eyes with water

91. What is M8 paper used for?

Detects and identifies liquid chemical agents (V & G- type nerve or H- type blister) agents

92. What does the acronym TREE stand for?

Transient Radiation Effects on Electronics

93. How long, after being contaminated, may you wear the chemical protective overgarment?

The chemical protective overgarment ensemble is not meant to be decontaminated or reimpregnated for reuse. It is discarded within 24 hours after being contaminated with liquid chemical agents or when it becomes worn or ripped

94. What are two types of collective protective shelters?

Two types of collective protective shelters are a ventilated shelter and unventilated shelter

95. Is a blood agent ever lethal?

Yes, a blood agent can be lethal

96. Where do you attach M9 Chemical Agent Detector paper to your protective overgarment?

It is attached to the upper right sleeve, left wrist and on the right lower leg for a right handed person, the reverse for a left handed person

97. What is the IM93?

A device called a dosimeter designed to measure the total radiation dose received by an individual

98. What are your actions in the event of an unexpected nuclear attack?

- Immediately drop face down, with head toward the blast if possible, keeping helmet on
- Close your eyes
- Protect exposed skin
- Remain face down until the blast wave passes and debris stops falling
- Check for casualties & damaged equipment

99. What part of the nuclear burst is the most deadly?

Blast

100. What Field Manuals would you use to look up information on NBC?

Field Manuals 3-3, 3-4, 3-5, 3-7, 3-100, or 25-51

## **FIELD SANITATION AND HYGIENE**

### **REFERENCES: Army Regulation 40-5, Field Manual 21-10**

#### **1. What is hygiene?**

Hygiene is the self-employment of practices that will keep one healthy. Among these practices are proper eating and body cleanliness

#### **2. What is sanitation?**

Sanitation is the effective use of measures that will create and maintain healthful environmental conditions. Among these measures are the safeguarding of food and water and the control of disease-carrying insects and animals

#### **3. What is military sanitation?**

Military sanitation includes the practice of both environmental sanitation and personal hygiene, particularly within the framework of situations and experiences associated with Army life

#### **4. Mental fitness is necessary for total fitness. As a leader, how would you reduce stress in your unit?**

- Show your personnel that you care about their welfare, safety, and health
- Reduce uncertainty by keeping everyone informed for the unexpected
- Promote cohesion within the unit

#### **5. What is the chain of disease transmission?**

- Reservoir (source)
- Vehicle (means of transportation)
- Susceptible person

#### **6. One of the methods of controlling respiratory diseases is by avoidance of overcrowding: how many feet apart should beds be?**

At least five feet: if less than five feet apart, should be head to foot

7. What are the five F's of field sanitation (methods of transmission)?

- Feces
- Fingers
- Flies
- Food
- Fluids

8. What is the principal source of the organism, which causes intestinal diseases?

Human Feces

9. What are the four types of waste?

- Human (feces and urine)
- Liquid (wash, bath, and liquid kitchen wastes)
- Garbage
- Rubbish

10. A ground water source should be located at least how far from all possible sources of contamination?

100 feet: also surface drainage should be away from it

11. When using immersion heaters in the field, how much water is allowed for each man?

At least one quart

12. One wash line for mess kits is provided for how many men?

Eighty

13. An immersion heater reduces the capacity of a 32 gallon can to how many gallons?

Twenty

14. How many cans are set up in a mess kit wash line and what do they contain?

Four. Scrap can, hot soapy water (150 degrees F) and two clear boiling for rinse



15. How can water be made safe to drink in the field?

- Preferred method - iodine tablets
- Alternate method - Chlorine ampules
- If neither is available, boil water for 5-10 minutes

16. What is the total disinfection time to purify water using chemical methods?

- Iodine: 35 minutes
- Chlorine: 30 minutes

17. A latrine is normally closed when it is filled how far from the surface?

To within one foot of the ground surface

18. When building a deep pit latrine, what is the guide used to determine depth?

A depth of one foot is allowed for each week of use, plus one foot of depth for dirt cover when closed: should not be over six feet in depth because of the danger of the walls caving in

19. How far must a latrine be from food and water sources to protect them from contamination?

100 yards from the unit: 30 yards from the nearest water source: also ensure drainage is away from water sources

20. What is artificial immunity?

It is resistance to infection acquired from vaccines (stimulating the body to produce antibodies) or immunization serums (injection containing the desire antibodies)

21. For what use are the iodine tables and chlorine ampules?

They are used to purify water

22. What are five diseases carried by mosquitoes?

- Malaria
- Dengue
- Yellow Fever
- Virus Encephalitis
- Filariasis

23. Name three germs that flies carry?

- Typhoid
- Cholera
- Dysentery

24. What does the word "potable" mean when referring to water?

It is drinkable (safe to drink)

25. What is one item used to control insects and is issued to a soldier and his family?

Aerosol bomb - an insecticide

26. What are the dimensions of a straddle trench latrine?

One foot wide, two and a half feet deep, and four feet long

27. What are dimensions of a cat hole latrine?

One foot long, one foot wide by 6-12" deep

28. Which direction should a latrine be constructed in relationship to the mess hall?

Downhill and/or downstream, and in such a position that the drainage from the latrine will flow away from food and water sources

29. After each meal, mess gear should be cleaned and sterilized. How is this accomplished?

Wash in hot soapy water, then rinse in two separate containers of clear boiling water or food service disinfectant if immersion heaters are not in use

30. How many iodine tablets should be used to purify a canteen of clear water?

Two per full quart canteen

31. If you place two iodine tablets into a canteen of cloudy water, how long must you wait before the water is safe to drink?

Twenty-five (25) minutes

32. What department inspects all food prior to issue to a troop unit?

Medical department of veterinarian

33. When ticks are removed from the body, what caution must be observed?

Not to leave any mouth parts imbedded in the skin

34. When troops are on the march, how is garbage disposed of?

Bury in a disposal pit

35. As a leader, you will be required to enforce individual countermeasures against heat injuries. What are some examples of the individual counter measures you would enforce?

- Enforcing work/rest cycles when the mission permits
- Work/rest in the shade, if possible
- Encourage soldiers to eat all meals for needed salt
- Adjust work load to the size of the individual

36. Your unit has moved to an area where there is a biting insect threat. As a Section Chief, what are some of the supplies you would ensure were available, and what would you insure for your soldiers?

- Field sanitation supplies
- Insect repellent
- Insect aerosol spray
- Each soldier has a bed-net in good repair
- Immunizations are current
- Laundry/bathing facilities are available

37. What field sanitation team tasks must all unit leaders be able to perform?

- Inspect water containers and trailers
- Disinfect unit water supplies
- Check unit water supply for chlorine
- Inspect unit field food operations
- Inspect unit waste disposal areas
- Control anthropods and other animals in the unit area
- Train unit personnel in the use of individual PMM
- Monitor the status of PMM in the unit

38. What are the types of lice and describe them?

- Head lice: normally attached to the hair close to the scalp. Eggs are attached directly to the hairs
- Crab lice: usually associated with the pubic (groin) area, but can also be found attached to body hairs. The eggs are attached directly to the hair
- Body lice: generally found in the seams of clothing of infested persons. The eggs are attached on the fibers of the garments. The body lice tends to move to the body of the host only during the actual feeding process

39. Name three types of latrines used by troops in the field?

- Cat hole
- Straddle
- Deep pit
- Burn-out or pail-latrine

40. What is meant by potentially hazardous foods?

Some foods that support the rapid growth of disease germs that cause diarrhea. Examples include but are not limited to meats, fish, milk, creamed beef, gravies, soups and chicken

41. What are four factors most often involved in outbreaks of diarrhea caused by contaminated foods?

- Failure to keep potentially hazardous food cold (below 45 degrees F)
- Failure to keep potentially hazardous food hot (at least 140 degrees F)
- Allowing potentially hazardous foods to remain at warm temperatures
- Preparing foods a day or more before being served
- Allowing sick employees who practice poor personal hygiene to work

42. As a leader, when are you to check the chlorine residual of the unit water supply?

- When filling unit containers at water distribution points
- When water containers arrive in the unit area
- When directed by command medical authority
- When treating raw water supply

43. When checking the chlorine residual of your unit's water supply, how would you know if the water is safe to drink?

The water is safe to drink when after completing the steps to check chlorine residual the water in the comparison tube is the same shade or darker than the color of the band on the tube

44. When should you, the leader, chlorinate the unit water supply?

- When the water supply has no chlorine residual
- When the chlorine residual is below the required level
- When a raw (untreated) water supply must be used

45. How do you close a latrine?

Pack earth in successive 3-inch layers until mounded one foot above ground level. Then post a sign stating "closed latrine (Date)" except in combat, don't post the sign

# MAP READING AND LAND NAVIGATION

## REFERENCE: Field Manual 21-26

In most cold weather environments, accurate up-to-date maps may not be available, landmarks may be few or nonexistent and, when the terrain is snow covered, one piece of ground can look exactly like the other. Whatever the circumstances, you must be able to find your way. If you can't do it by map reading, you must do it by some means of navigation.

Problems associated with Land Navigation:

- Poor or nonexistent road nets
- Sparse population
- Long nights, falling or blowing snow, fog, all limit visibility
- Magnetic disturbances are common, making compass readings unreliable
- Large scale maps are either nonexistent or unreliable
- Numerous small lakes, ponds, and creeks are not indicated on maps
- Size and location of waterways may vary from season to season and year to year

Distance and Direction:

If you travel from "A" to "B", it's necessary, before you start, to know the distance and direction from "A" to "B".

Measuring distances (methods):

- Pacing
- Use of field wire
- Estimation

Determining direction (methods):

- Compass
- The sun
- Signs of nature
- The stars
- Navigation by dead reckoning

Hints for the Navigator:

- Keep the compass warm to speed up taking bearings.
- When no steering marks exist to your front, march on a back azimuth. Your steering mark may be some natural or man made structure to your rear.

-When visibility is poor, only close-in steering marks will be available. Under these conditions, you should try to pick up further steering marks along the correct azimuth as you approach each one. This can only be done accurately when the route to each steering mark follows a straight line. You should take frequent compass checks to insure that the correct azimuth is being followed. The compass should also be set for a night course

-A steady, upshifting wind will also aid you in maintaining direction.

1. What is a map?

A map is a graphic representation, drawn to scale, of a portion of the earth's surface

2. Why is it necessary to learn to read a map?

-To assist in locating and determining exact locations

-To assist in maintaining direction

-To assist in determining routes to follow

3. What colors are used on military maps?

-Blue: water

-Green: vegetation

-Red-Brown: cultural features, all relief features, and elevation

-Red: main roads and populated areas

-Black: man-made objects

-Brown: relief features & elevation

4. What does the color yellow represent on an overlay?

A contaminated area

5. How do you orient a map?

By placing it in a horizontal position with its north pointing to the north

6. Why are colors used on a map?

To facilitate the identification of features on a map, the topographical and cultural information

7. What is a representation fraction?

A numerical scale. Indicates the relationship map to ground distance

8. What is the declination diagram?

The declination diagram is the angular difference of magnetic north and grid from true north

9. Name three types of aerial photographs.

- Vertical
- High oblique
- Low oblique

10. What does the scale of a map mean?

Scale is expressed as a fraction and gives the ratio of map distance to ground distance

11. What are three norths on a military map?

- Magnetic
- True
- Grid

12. What are the symbols for the three norths?

- Magnetic: Arrow
- True: Star
- Grid: Vertical Line

13. What is the legend of a map?

Illustrates and identifies the topographic symbols used to depict the more prominent features of the map

14. Are the legend symbols always the same on every map?

No

15. What field manual covers map reading?

Field Manual 21-26

16. What field manual covers topographic symbols?

Field Manual 21-31



17. How can you identify the map you want to use?

By sheet name and numbers

18. What are the two methods used for finding an azimuth using a compass?

- Centerhold method
- Compass to cheek

19. What are the three field expedient methods of determining direction?

- Shadow tip method
- Watch method
- Star method

20. What are the 5 major and 5 minor terrain features found on a military map?

- Major: hill; saddle; valley; ridge; depression
- Minor: Draw; spur; cliff; cut; fill

21. What is a military symbol?

Graphic aids which accurately identify items of operational interest

22. What is a NEAT line?

It is the outer line of a map that you align other maps with

23. What is dead reckoning?

A technique of following a set route or line for a determined distance

24. What is modified resection?

The method of locating one's position on the map when the person is located on a linear feature on the ground, such as a road or canal

# **THE CODE OF THE CONDUCT**

## **REFERENCES: Field Manual 21-75, Training Circular 27-12, Army Regulation 350-30**

As a member of the armed forces of the United States, you are protecting your nation. It is your duty to oppose all enemies of the United States in combat or, if a captive, in a prisoners of war compound. The Code of Conduct, which has evolved from the heroic lives, experiences and deeds of Americans guide your behavior from Revolutionary War to the Southeast Asian Conflict.

Your obligations as a U.S. citizen and a member of the armed forces result from the traditional values that underlie the American experience as a nation. These values are best expressed in the U.S. Constitution and Bill of Rights, which you have sworn to uphold and defend. You would have these obligations-to your country, your service and unit and your fellow Americans-even if the Code of Conduct had never been formulated as a high standard of general behavior.

Just as you have a responsibility to your country under the Code of Conduct, the United States government has an equal responsibility always to keep faith with you and stand by you as you fight for your country. If you are unfortunate enough to become a prisoner of war, you may rest assured that your government will care for your dependents and will never forget you. Furthermore, the government will use every practical means to contact, support and gain release for you and for all other prisoners of war. To live up to the code, you must know not only its words but the ideas and principles behind those words.

The Code of Conduct is an ethical guide. Its six articles deal with your chief concerns as an American in combat; these concerns become critical when you must evade capture, resist while a prisoner or escape from the enemy.

Experiences of captured Americans reveal that to survive captivity honorably would demand from you great courage, deep dedication and high motivation. To sustain these personal values throughout captivity requires that you understand and believe strongly in our free and democratic institutions, love your country, trust in the justice of our cause, keep faithful and loyal to your fellow prisoners and hold firmly to your religious and moral beliefs in time of trial.

Your courage, dedication and motivation supported by understanding, trust and fidelity will help you endure the terrors of captivity, prevail over your captors and return to your family, home and nation with honor and pride.

## **CODE OF CONDUCT I**

I AM AN AMERICAN FIGHTING IN THE FORCES THAT GUARD MY COUNTRY AND OUR WAY OF LIFE, I AM PREPARED TO GIVE MY LIFE IN THEIR DEFENSE

All men and women in the armed forces have the duty at all times and under all circumstances to oppose the enemies of the United States and support its national interests. In training or in combat, alone or with others, while evading capture or enduring captivity, this duty belongs to each American defending our nation regardless of circumstances.

## **CODE OF CONDUCT II**

I WILL NEVER SURRENDER OF MY OWN FREE WILL. IF IN COMMAND, I WILL NEVER SURRENDER THE MEMBERS OF MY COMMAND WHILE THEY STILL HAVE THE MEANS TO RESIST

As an individual, a member of the armed forces may never voluntarily surrender. When isolated and no longer able to inflict casualties on the enemy, the American soldier has an obligation to evade capture and rejoin friendly forces.

Only when evasion by an individual is impossible and further fighting would lead only to death with no significant loss to the enemy should one consider surrender. With all reasonable means of resistance exhausted and with certain death the only alternative, capture does not simply dishonor.

The responsibility and authority of a commander never extends to the surrender of a command to the enemy while the command has the power to fight and evade. When isolated, cut off or surrounded, a unit must continue to fight until relieved or able to rejoin friendly forces through continued efforts to break out or evade the enemy.

## **CODE OF CONDUCT III**

IF I AM CAPTURED I WILL CONTINUE TO RESIST BY ALL MEANS AVAILABLE. I WILL MAKE EVERY EFFORT TO ESCAPE AND AID OTHERS TO ESCAPE. I WILL ACCEPT NEITHER PAROLE NOR SPECIAL FAVORS FROM THE ENEMY.

The duty of a member of the armed forces to use all means available to resist the enemy is not lessened by the misfortune of captivity. A POW is still legally bound by the Uniform Code of Military Justice and ethically guided by the Code of Conduct. Under provisions of the Geneva Convention, a prisoner of war is also subject to certain rules imposed by the captor nation. When repatriated, a prisoner

of war will not be condemned for having obeyed reasonable captor rules, such as sanitation regulations.

The duty of a member of the armed forces to continue to resist does not mean a prisoner should engage in unreasonable harassment as a form of resistance. Retaliation by captors to the detriment of that prisoner and other prisoners is frequently the primary reason of such harassment.

The Geneva Convention recognizes that a POW may have the duty to attempt escape. In fact, the Geneva Convention prohibits a captor nation from executing a POW simply for attempting escape. Under the authority of the senior official (often called the senior ranking officer or SRO), a POW must be prepared to escape whenever the opportunity presents itself. In a POW compound, the senior POW must consider the welfare of those remaining behind after an escape. However, as a matter of conscious determination, a POW must plan to escape, try to escape and assist others to escape.

Contrary to the spirit of the Geneva Convention, enemies engaged by U.S. forces since 1950 have regarded the POW compound as an extension of the battlefield. In doing so, they have used a variety of tactics and pressures, including physical and mental mistreatment, torture and medical neglect, to exploit POWs for propaganda purposes, to obtain military information or to undermine POW organization, communication and resistance.

Such enemies have attempted to lure American POWs into accepting special favors or privileges in exchange for statements, acts or information. Unless it is essential to the life or welfare of that person or another prisoner of war or to the success of efforts to resist or escape a POW must neither seek nor accept special favors or privileges. Such privileges are called parole. Parole is a promise by a prisoner of war to a captor to fulfill certain conditions such as agreeing not to escape nor to fight again once released in return for such favors as relief from physical bondage improved food and living conditions or repatriation ahead of the sick, injured or longer-held prisoners. An American POW will never sign nor otherwise accept parole.

#### **CODE OF CONDUCT IV**

IF I BECOME A PRISONER OF WAR, I WILL KEEP FAITH WITH MY FELLOW PRISONERS. I WILL GIVE NO INFORMATION OR TAKE PART IN ANY ACTION WHICH MIGHT BE HARMFUL TO MY COMRADES. IF I AM SENIOR, I WILL TAKE COMMAND. IF NOT, I WILL OBEY THE LAWFUL ORDERS OF THOSE APPOINTED OVER ME AND WILL BACK THEM UP IN EVERY WAY.

Informing or any other action to the detriment of a fellow prisoner is despicable and is expressly forbidden. Prisoners of war must avoid helping the

enemy identify fellow prisoners who may have knowledge of particular value to the enemy and who may, therefore, be made to suffer coercive interrogation.

Strong leadership and communication are essential to discipline. Discipline is the key to camp organization, resistance and even survival. Personal hygiene, camp sanitation and care of sick and wounded are imperative. Officers and noncommissioned officers of the United States must continue to carry out their responsibilities and exercise their authority in captivity. The responsibility and accountability may not be evaded.

If the senior is incapacitated or is otherwise unable to act, the next senior person will assume command. Camp leaders should make every effort to inform all POWs of the chain of command and try to represent them in dealing with enemy authorities. The responsibility of subordinates to obey the lawful orders of ranking American POWs should make all efforts to adhere to the principles of Article IV.

As with other provisions of this code, common sense and the conditions of captivity will affect the way in which the senior person and the other POWs organize to carry out their responsibilities. What is important is that everyone supports and works within the POW organization.

## **CODE OF CONDUCT V**

SHOULD I BECOME A PRISONER OF WAR, I AM REQUIRED TO GIVE NAME, RANK, SERVICE NUMBER, AND DATE OF BIRTH. I WILL EVADE ANSWERING FURTHER QUESTIONS TO THE UTMOST OF MY ABILITY. I WILL MAKE NO ORAL OR WRITTEN STATEMENTS DISLOYAL TO MY COUNTRY AND ITS ALLIES,

When questioned, a prisoner of war is required by the Geneva Convention to give name, rank, service number (social Security Number) and date of birth. The prisoner should make every effort to avoid giving the captor any additional information. The prisoner may communicate with captors on matters of health and welfare and additionally may write letters home and fill out a Geneva Convention "capture card." It is a violation of the Geneva Convention to place a prisoner under physical or mental duress, torture or any other form of coercion in an effort to secure information.

If under such intense coercion, a POW discloses unauthorized information, makes an unauthorized statement or performs an unauthorized act, that prisoner's peace of mind and survival require a quick recovery of courage, dedication and motivation to resist a new each subsequent coercion.

Actions every POW should resist include making oral or written confessions/apologies, answering questionnaires, providing personal histories,

creating propaganda recordings, broadcasting appeals to other prisoners of war, avoiding any other material readily usable for propaganda purposes, appealing for surrender or parole, furnishing self-criticisms and communicating on behalf of the enemy to the detriment of the United States, its allies, its armed forces or other POWs.

Every POW should also recognize that any confession signed or a statement made may be used by the enemy as false evidence that the person is a "war criminal" rather than a POW. Several countries have made reservations to the Geneva Convention in which they assert that a "war criminal" conviction deprives the convicted individual of prisoner-of-war status, removes that person from protection under the Geneva Convention and revokes all rights to repatriation until a prison sentence is served.

Recent experiences of American prisoners of war have proved that, although enemy interrogation sessions may be harsh and cruel, one can resist brutal mistreatment when the will to resist remains intact.

The best way for a prisoner to keep faith with country, fellow prisoners and self is to provide the enemy with as little information as possible.

## **CODE OF CONDUCT VI**

I WILL NEVER FORGET THAT I AM AN AMERICAN FIGHTING FOR FREEDOM, RESPONSIBLE FOR MY ACTIONS, AND DEDICATED TO THE PRINCIPLES WHICH MADE MY COUNTRY FREE. I WILL TRUST IN MY GOD AND IN THE UNITED STATES OF AMERICA.

A member of the armed forces remains responsible for personal actions at all times.

A member of the armed forces who is captured has a continuing obligation to resist and to remain loyal to country, service, unit and fellow prisoners.

Upon repatriation, POWs can expect their actions to be reviewed, both as to circumstances of capture and conduct during detention. The purpose of such review is to recognize meritorious performance as well as to investigate possible misconduct. Each review will be conducted with due regard for the rights of the individual and consideration for the conditions of captivity. Captivity of itself is not a condition of culpability.

Members of the armed forces should remember that they and their dependents will be taken care of by the appropriate service and that pay and allowances, eligibility and procedures for promotion and benefits for dependents continue while the service member is detained. Service members should assure

that their personal affairs and family matters (such as pay, powers of attorney, current will and provisions for family maintenance and education) are properly and currently arranged. Failure to so arrange matters can create a serious sense of guilt for a POW and place unnecessary hardship on family members.

The life of a prisoner of war is hard. Each person in this stressful situation must always sustain hope and resist enemy indoctrination. Prisoners of war standing firm and united against the enemy will support and inspire one another in surviving their ordeal and in prevailing over misfortune with honor.

1. What Army Regulation covers the Code of Conduct?

Army Regulation 350-30

2. The Code of Conduct applies to whom?

All members of the United States Forces, at all times

3. How many articles are in the Code of Conduct?

Six

4. What is the first article of the Code of Conduct?

I am an American fighting in the forces, which guard my country and our way of life, I am prepared to give my life in their defense

5. What is the second article of the Code of Conduct?

I will never surrender of my own free will. If in command, I will never surrender my soldiers while they still have the means to resist

6. What is the third article of the Code of Conduct?

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy

7. What is the fourth article of the Code of Conduct?

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action, which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way

8. What is the fifth article of the Code of Conduct?

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statement disloyal to my country and its allies or harmful to their cause

9. What is the sixth article of the Code of Conduct?

I will never forget that I am an American fighting for freedom, responsible for my actions and dedicated to the principles which made my country free. I will trust in my God and the United States of America

10. When was the Code of Conduct put into effect?

17 August 1955, revised in 1987

11. When does a soldier surrender?

Never, under his own free will

12. When captured, what should you do?

- Continue to resist
- Try to escape and aid other to escape
- Not accept parole or other favors

13. What favors can you expect from the enemy?

None

14. Can you ever accept command of POWs in a camp?

Yes, if you are the senior NCO or officer. Chaplains and medical personnel will normally not take command

15. What (who) is the detaining power?

The forces that hold the POW

16. What is the Geneva Convention of prisoners of war?

The Geneva Convention is a treaty agreed upon by one or more nations for the protection and the conduct of the prisoner of war and consists of twenty-five sections



17. What does protecting powers and what are their duties mean?

Protecting powers are delegates appointed by the convention powers for the protection of the Geneva Convention. Their duties are to safeguard the interest of the parties involved in the conflict

18. The law of war is derived from two principle sources. What are they?

- Lawmaking treaties or conventions
- Customs (written or customary laws)

19. What is the greatest factor in making the convention work?

Effectiveness depends on whether the governments concerned are willing to abide by terms of the convention

20. What information must one give if captured?

Name, rank, service number, and date of birth

21. What items may a POW retain?

Identity papers, grade insignia and unit marks, items of protection (mask and helmet), and personal items

22. In your own words, what does the Code of Conduct mean to you?

Example: It is a written law (Executive Order) which governs my actions and conduct during the time of war should I become captured or a prisoner of war

23. What is the main purpose of the Geneva Convention?

In general, rules provide that prisoners of war must be treated humanely. Specifically forbidden are violence to life and person, cruel treatment and torture, outrages on personal dignity in particular, humiliating degrading treatment

24. Can a person worship as he pleases under the Geneva Conference Rules?

Yes

25. What are prisoners searched for?

Hidden weapons and documents of intelligence value

26. Prisoners should be separated into what groups?

Officers, NCOs, enlisted personnel, civilians, and females

27. The individual can be sure that while he is a POW the U.S. Government will do what?

Make every possible effort to secure his release

28. According to the Geneva Convention, the detaining power can require POWs to perform labor in what situations or conditions?

It is neither military in character or purpose and provided they are not endangered in combat and no ultra hazardous activities of a non-military nature

29. It is important to properly handle POWs and speed them to the rear, why?

They may possess valuable intelligence information which interrogators can obtain from them

30. What does silencing POWs do?

Prevents the POW from planning resistance or escape and tends to keep them under control

31. A good way to remember what you should do if you capture a prisoner is to use the 5-S's Rule. What is the 5-S's?

- Search
- Segregate
- Silence
- Speed
- Safeguard

32. Prisoners are segregated into groups for what reason?

Leaders cannot organize escape and cannot remind their soldiers to be security minded

33. Safeguarding POWs means what?

Make sure that nobody is allowed to abuse them, make sure they are properly guarded to prevent escape, and make sure they arrive safely at the POW processing point

34. What is the legal authority supporting the Code of Conduct?

The Uniform Code of Military Justice (UCMJ)

35. What is the means to resist considered exhausted?

When further fighting would lead to the soldier's death with no significant loss to the enemy

36. Are captured Chaplains or medical personnel considered POW's?

No. They are considered "detained personnel" under the Geneva Convention

# **CAMOUFLAGE, COVER, AND CONCEALMENT**

**REFERENCES: Field Manual 5-20, Field Manual 21-75**

## **GENERAL**

The importance of camouflage and concealment is continuously emphasized on brigade operations. The ability to shoot, scoot, and communicate without being detected is essential to mission accomplishment.

In winter the soldier is challenged because the whiteness of the country side emphasizes any item which may not blend in naturally with the surroundings. As you know, all your outer garments are white to help you blend in with the almost all white environment. Does that mean you wear white all the time? No! Often it becomes necessary to mix clothing depending on the background (i.e., a normal dark top when moving up or down a barren hill would silhouette the upper torso against the dark horizon at night). When wearing all white, soldiers should avoid dark backgrounds such as a tree line or when wearing a dark top should remain in a tree line. In other words, avoid a contrast.

Camouflaging tracks and trails is a very difficult problem. Often nature solves this problem with a new snowfall. When possible movement should be conducted during snowfall or blizzard conditions. Deception techniques can also be used to mislead the enemy as to direction of travel, strength of unit, location and intentions. A few skiers or over-snow vehicles can create a network of trails and tracks to confuse the enemy as to your intentions.

## **EQUIPMENT**

Vehicles can be easily camouflaged by painting with a white latex paint. Other items of equipment are not that easily camouflaged. Tents for example can be camouflaged by site selection (trees) and by using old sheets, parachutes, or snow. The best form of camouflage for tentage is site selection. Place tents in among the trees and well spread out. It is essential that the base camp area of any unit be camouflaged. Special emphasis should be placed on not being observed from the air.

## **CONCLUSION**

With today's sophisticated weapons and the wide open terrain units can be defeated at far ranges. The only way to avoid this is to learn how to shoot, scoot and communicate undetected.

1. Purposes of camouflage, cover and concealment are what?  
FM 21-75, CH 1, PG 1

Deny enemy ground or air observation of your unit, equipment and position. Deny enemy intelligence the knowledge of your presence, positions, units and equipment

2. What is cover?  
FM 21-75, CH 1

Physical protection from bullets, fragments of exploding rounds, flame, nuclear effects and biological and chemical agents

3. What is concealment?  
FM 21-75, CH 1

Protection from enemy observation

4. What are the eight basic factors of recognition in camouflaging your equipment?  
FM 21-75, CH 1

- Position
- Shine
- Shadow
- Color
- Texture
- Height
- Tone
- Location

5. When a position cannot be cited under natural cover, what should be used?

Camouflage nets

6. Individual camouflage is the direct responsibility of whom?  
FM 21-75, CH 1

The individual soldier

7. What diminishes shine from steel helmets?

Texturing

8. What is one of the key factors of good camouflage?  
FM 21-75, CH 1, PG 8

Blending

9. What is meant by camouflage?  
FM 21-75, CH 1, PG 5

Measures taken to conceal yourself, your equipment, or your position from enemy observation

10. How do you camouflage your clothes and LBE?

Clothes, LBE and other weapons and equipment will have outlines altered by irregular patterns added to blend with the predominant color of the background in the area

11. There are two types of cover and concealment. What are the two types?  
FM 21-75, CH1, PG 4

Natural cover - ravines, hollows, reverse slopes, bushes, grass and shadows

Artificial cover - foxholes, trenches, walls, burlap, nets, or natural materials which are moved from their original spots, such as leaves bushes, or grass

12. Give several examples of materials, which can be used to camouflage both you and your equipment, whether artificial or natural.

Leaves, bushes, grass, etc. You can use mud, but only in emergencies because as mud dries it changes color and can peel off exposing the areas that were covered

13. What are the three standard camouflage face paint sticks?  
FM 21-75, CH 1, PG 14

- Loam and light green: for all troops, in areas with green vegetation
- Sand and light green: for all troops in areas lacking green vegetation
- Loam and White: for all troops in snow covered terrain

14. What must you study to properly camouflage yourself and your equipment?

-Terrain and equipment

15. When digging a fighting position, what must you do with the dirt you dig out?  
FM 21-75, CH 1, PG 10

Use it to prepare a parapet

16. How often should you change the camouflage when using natural material?

When it doesn't look natural and blend in with the natural surroundings

17. After camouflaging your position what should you do?

FM 21-75, CH 1, PG 12

Inspect it from the enemy's view point at least 35 meters forward

18. When do you camouflage a fighting position?

FM 21-75, CH 1, PG 10

Camouflage as you prepare it

19. What do you do with the excess dirt when digging a fighting position?

FM 21-75, CH 1, PG 10

Take excess dirt away from the position to the rear

20. If you are in a position and decide to build a fire what has to be taken into consideration?

FM 21-75, CH 1, PG 11

It cannot be seen or smelled by the enemy

21. What do you do with tracks that lead into your position?

FM 21-75, CH 1, PG 11

Cover or brush them

22. In the absence of material what can be used to camouflage equipment?

FM 21-75, CH 1, PG 12

Rubber bands, burlap strips will be used to secure material to equipment

23. In camouflaging defensive position what is the best way to approach?

FM 21-75, CH 1, PG 11

From the rear to prevent trail marks into position

# **SURVIVAL, ESCAPE, EVASION, AND RESISTANCE**

**REFERENCES: Army Regulation 350-30, Field Manual 21-75,  
Field Manual 21-76, Field Manual 27-10**

1. What is evasion? AR 350-30, PG 12 GLOSSARY

The act of returning to friendly control (moving through enemy controlled terrain) once separated from a friendly unit or after escaping from enemy control

2. What is resistance? AR 350-30, PG 12

Mental defense against enemy attempts to coerce prisoners of war by interrogation, indoctrination, and exploitation through propaganda or other means so as to further the enemy's war effort

3. Name three types of meat that you might find in the wild.  
FM 21-76, CH 8

Animals such as rabbits and squirrels; birds; fish; and reptiles such as frogs, snakes, lizards, and turtles

4. Where would you put a snare to trap small animals?  
FM 21-76, CH 8

Look for tracks or trails and locate the trap near that area

5. Evasion will possibly require?

- Living in the open for extended periods
- Traveling over difficult terrain
- Surviving with a shortage of medical supplies, food or clothing

6. If separated from your unit, you have a choice to do what?

- Continue the mission, if you have the capability
- Defending your present position
- Breakout or evade

7. Knowledge of what two factors are important to escape?

- The will to survive
- Survival techniques



8. What do the letters of the key work SURVIVAL mean?  
FM 21-76, INTRO

- S- Size up the situation
- U- Undue haste makes waste
- R- Remember where you are
- V- Vanquish fear and panic
- I- Improvise
- V- Value living
- A- Act like a native
- L- Learn basic skills

9. What is escape?

The act of removing oneself from enemy control once captured

10. What are some types of edible vegetation?  
FM 21-76, CH 9

Vegetation such as: berries, nuts, fruits, and roots

11. If captured, how soon should you attempt to escape?  
FM 21-76, INTRO

As soon as possible after capture

12. What are three basic things needed for survival?  
FM 21-76, CH 8

- Food
- Water
- Shelter

13. What are some types of shelter?  
FM 21-76, CH 5

- Cave
- Shelter half or poncho (as a lean-to)
- Overhanging ledges or brush woven together (as a lean-to)

14. How do you purify water?  
FM 21-76, CH 6

- By purification tablets or boiling

15. When evading behind enemy lines, when should you seek native assistance?

Only as a last resort

16. Can evaders and escapees, upon their return to friendly control, provide a valuable source of information and intelligence

FM 21-76, CH 20

Yes

17. Name two types of poisonous plants

FM 21-76, CH 14

-Poisonous to the touch: poison oak and poison ivy

-Poisonous to eat: some kinds of mushrooms, water hemlock, and holly berries

18. What field manual covers survival, evasion, and escape?

Field Manual 21-76

## AIR DEFENSE

**REFERENCE: Field Manual 44-8, Soldiers Manual of Common Tasks, SL 2-4**

1. What is meant by Air Defense?

The use of sight and sound to detect enemy aircraft, and to protect against aerial and missile attacks

2. What is meant by air defense warning status "Yellow"?

Warning status "Yellow" means attack by hostile aircraft probable.

3. What does air defense warning "Red" mean?

Warning status "Red" means attack by hostile aircraft or missiles is imminent or in progress

4. What does air defense warning "White" mean?

Warning status "White" means that the attack by hostile aircraft is improbable

5. In small arms defense against an air attack, what are the most important things to remember?

-Concealment

-Accuracy is not the most important thing- volume of fire is. With volume you stand a better chance of hitting your target

6. If your unit is not being attacked, should you shoot at aircraft flying overhead?

If the aircraft is not attacking, the next higher commander must make the decision to fire

7. Where should you have your troops direct their fire when attempting to bring down or discourage hostile aircraft?

Direct as much fire power into the nose of the aircraft as possible by aiming fire ahead of the aircraft. (For fast flying aircraft such as jets, aim about the length of two football fields ahead. For slower aircraft such as helicopters, aim about half the length of a football field)

**\*\*NOTE:** To describe the visual and audible warning signals of air attack refer to FM 44-8, Chapter 2; and STANAG 2047.

8. What are the Rules of Engagement in Air Defense?

- If the aircraft is attacking, shoot
- If the aircraft is not attacking, you must make positive identification
- If the aircraft is not attacking, the unit must give the order to fire

9. What are the four most important points to remember for good Air Defense?

Volume of fire is the key, not accuracy  
Firing positions for your troops  
Fire at the nose of incoming aircraft; lead crossing views  
Remember the Rules of Engagement

10. What must an air attack be thought of as?

A type of ambush (usually have little or no warning)

11. When moving in a convoy, what is the prescribed distance for vehicles, and why?

80 to 100 meters between vehicles; as a convoy, vehicles are strung out along the road in columns making them more difficult to engage as a whole

12. What is the most dangerous time for all elements against air attacks?

Early morning. Pilots are rested and their aircraft are repaired, fueled and armed

13. Which type of attack is most effective against preplanned targets?

Ground attacks. They know generally where the target is and their ordnance is optimized

14. What is the first step in small unit self-defense against air attack?

Psychological. Commanders and troops must accept as a foregone conclusion that the enemy has the capability to attack from the air and that doctrine prescribes that the enemy will exercise that capability

15. What are the three best self-defense measures against air attack?

- Concealment
- Camouflage
- Deception

16. What are the seven best aircraft engagement air points?

- Kneeling (high)
- M16 with bipod
- M60 MG on improvised support
- Emergency support (another individual supporting the bipod)
- Kneeling (low)
- Standing in shelter
- Reverse Prone position (supine, on your back, aiming upward)

17. How many Coalition aircraft were “lost” because of ground fire during the Mid-East (Gulf) War?

36

18. What is the point of aim when engaging paratroopers?

Aim two body lengths below their feet

19. How should you first engage enemy troops rappelling from a hovering helicopter?

Destroy the helicopter with volume fire first

20. Name the three types of Weapon Control Status and describe each.

- Weapons Free: Least restrictive; weapons can fire at any air target not positively identified as friendly
- Weapons Tight: Fire only at air targets positively identified as hostile
- Weapons Hold: Most restrictive; do not fire except in self-defense or in response to a formal order

# COMBAT ORDERS

**REFERENCE: Field Manual 7-7**

1. What are the three general types of combat orders?

- Warning order
- Operation order
- Fragmentary Order

2. What are the five paragraphs of an operation order?

- Situation
- Mission
- Execution
- Service Support
- Command and signal

3. What is the purpose of a warning order?

To allow leaders to warn subordinates of an impending mission and to provide initial instructions so that subordinates have a maximum amount of time to prepare for its execution

4. What are the five minimum essential elements of a warning order?

- The mission
- Who is participating in the operation
- Time of the operation
- Any special instructions
- Time and place for issuing the complete order

5. The execution paragraph of an operation order contains the “how to” information and has three parts. What are they?

- Concept of the operation
- Missions for subordinate units
- Coordinating instructions

6. Why are fragmentary orders issued?

To make changes to operation orders

7. Is there a standard format for the fragmentary order?

Yes, you must use the 5 paragraph format.

8. What is the purpose of combat orders?

To insure that a leader conveys his instructions clearly, concisely, and completely.

9. What is an Operation Plan (OPLAN)?

An OPLAN is a plan a command uses to conduct military operations it becomes an Operation Order when the conditions of execution and an execution time is determined.

10. What are the 2 general categories of orders?

Administrative Orders and Combat Orders

## **SECTION TWELVE - VEHICLE MAINTENANCE & SAFETY**

### **MILITARY VEHICLES & MAINTENANCE**

**REFERENCES: DA Pamphlet 738-750, DA Pamphlet 750-35**

1. The Standard Form 91 is what?

Operators Report of Motor Vehicle Accident

2. The DA Form 2404 is what?

Equipment Inspection and Maintenance Worksheet

3. What is a DD Form 1970?

Motor Equipment Utilization Record

4. What is a DD Form 314?

Preventive Maintenance Schedule and Record

5. IAW DA Pam 738-750, what does the symbol "L" mean?

Required lubrication, or lubrication performed

6. What does NMC stand for?

Not Mission Capable

7. Operators or crews will use what form to record repaired faults corrected by replacing parts?

DA Form 2404

8. True or false, a status symbol "X" fault may be entered on DA Form 2408-14?

False

9. What publication covers the wheel vehicle driver?

Field Manual 21-305



10. What does Army Oil Analysis Program (AOAP) mean?

A test or series of tests (spectrometric and physical property) that provide an indication of equipment component and oil condition by applying methods of quantitative measurement of wear metals and detection of contaminants in an oil sample

11. What is a Subsystem?

A separately authorized item issued or intended to work with other items to form an operational units (i.e., a truck that pulls a towed howitzer, for example, is subsystem of that howitzer system)

12. On what DA Form are you required to sign tools in/out your unit tool room?

DA Form 5519-R

13. What is a DA Form 2408-14?

Uncorrected fault record

14. Unless revoked, the initial OF 348 (Vehicle Operators License) is valid for how long?

4 years

15. True or False, a DA Form 5504 is a maintenance request form?

True

16. True or False, When pulling a PMCS on a vehicle that has services performed on it when it operates for certain amount hours, a DD Form 1970 (dispatch) is not required.

False

17. Where in the Maintenance Update will you find guidelines for motor pool Standing Operating Procedures (SOP)?

In DA Pam 750-35

18. What is a DA 348?

A Military Drivers License

19. What is a DA Form 2404 and what is it used for?

DA Form 2404 is an Equipment Inspection and Maintenance Work Sheet. It is used for recording deficiencies and shortcomings found on vehicles and equipment

20. What are the daily services prescribed for all equipment?

- Before operation
- During operation
- After operation
- Daily PMCS

21. What does TAMMS stand for?

The Army Maintenance Management System

22. What Army Regulation covers Prevention of Motor Vehicle Accidents?

Army Regulation 385-55

23. What Field Manual covers Vehicle Recovery Operations?

Field Manual 20-22

## **VEHICLE SAFETY**

### **REFERENCE: Army Regulation 385-55**

1. What regulation covers the prevention of motor vehicle accidents?

Army Regulation 385-55

2. Why do commanders assign designated drivers and assistant drivers to military vehicles?

This practice fosters “pride in ownership” and designates responsibility for operator maintenance.

3. What is the limit on the number of continuous hours that a driver may be assigned to drive a military vehicle?

10 hours

4. How often should drivers take rest breaks?

Drivers will take 15 minute rest breaks every 2-3 hours of driving or 100-150 miles, whichever occurs first.

5. What should drivers do during these breaks?

Inspect their vehicles, and ensure that equipment and cargo are secure

6. Is the use of headphones or earphones (not hearing protection) prohibited while driving a military vehicle or Privately Owned Vehicle (POV)?

Yes

7. According to Army Regulation 385-55, are you authorized to sleep in a military vehicle?

No.

8. What vehicle should the commander place at the rear of the convoy?

The largest non-passenger carrying or non-hazardous cargo carrying vehicle, to serve as a protective block. CONVOY AHEAD signs should be attached to the rear of the vehicle.

9. What protective devices are required for vehicle commanders who stand in the hatch of a vehicle (no windshield protection)?

Eye protection (goggles)

10. What protective devices are required for all vehicle passengers in a combat vehicle?

Head protection (Kevlar helmet) or a Combat Vehicle Crewman (CVC) helmet

11. When must chock blocks be used, at a minimum?

- When parked on an incline
- When performing maintenance

12. How long before a driver's scheduled duty must he/she refrain from consuming intoxicating beverages?

8 hours

13. My state does not require the use of a helmet while riding a motorcycle. Do I have to wear one while riding off post?

Yes, Army Regulation 385-55 states that soldiers will wear a properly fastened, approved helmet whenever or wherever (on or off post) they operate or ride a motorcycle or moped

14. What form is used by vehicle operators to record the facts of an accident?

SF 91 (Operator Report of Motor Vehicle Accident)

15. True or False: Drivers whose combined duties (driving and "other") exceed 12 hours in any 24 hour period will be afforded at least 6 consecutive hours of rest.

False: 12 or more hours of combined duty requires at least 8 consecutive hours of rest

## **SECTION THIRTEEN – INSTRUCTIONAL MODES**

### **TRADITIONAL INSTRUCTION**

#### **REFERENCE: THE INSTRUCTOR'S HANDBOOK**

1. What are some characteristics of an ideal instructor?

- Knowledge
- Instructional techniques
- Personality
- Leadership
- Professional attitude
- Strives to improve

2. What are the five (5) stages of instruction?

Preparation

Presentation

Application

Examination

Review and critique

3. What are some techniques to overcome nervousness?

- Be thoroughly prepared
- Assume the proper mental attitude
- Breathe deeply
- Start promptly – but slowly
- Be very deliberate
- Tell a story
- Refer to previous or future instruction
- Use challenging questions
- Engage in a physical activity
- Do not make excuses

4. Why are the seven principles of learning so important to an instructor?

They are circumstances that increase the odds that learning will occur in the classroom. Applying these principles creates the conditions that will increase the probability of learning.

5. What are the seven (7) principles of learning?

- (1) Motivation
- (2) Objective
- (3) Response
- (4) Reinforcement
- (5) Realism
- (6) Background
- (7) Incidental learning

6. What are the ten (10) elements of effective speech?

- (1) Write
- (2) Avoid jargon
- (3) Generalize facts
- (4) Enunciate
- (5) Pronounce
- (6) Use of good grammar
- (7) Change tone
- (8) Pause
- (9) Choose comfortable rate of speech
- (10) Use adequate force (volume)

7. What are the three parts to a TLO (Terminal Learning Objective)?

Behavior statement  
Condition statement  
Standard statement

8. What is an objective?

An objective is a described behavior that we want our students to exhibit at the end of instruction.

9. Why are TLO's (Terminal Learning Objective) written the way that they are?

The TLO must be well defined and measurable.

10. What are the six (6) levels in the USAFAS classification system?

- (1) Knowledge
- (2) Comprehension
- (3) Application
- (4) Analysis
- (5) Synthesis
- (6) Evaluation

11. Why are lesson plans so important?

They are the framework of any given class.

12. How many rehearsals should be given before a class is presented to students?

It all depends on the instructor, but at least one formal dress rehearsal must be given.

13. What are the four values of a training aid?

- (1) Sell
- (2) Simplify
- (3) Save time
- (4) Make instruction stick

14. What are the eight common types of media used in instruction?

- (1) Chalkboard
- (2) Magnetic board
- (3) Handout
- (4) Chart, pictures, and maps
- (5) Models, mockups, and objects
- (6) Audio and TV recorders
- (7) Overhead projectors
- (8) 35mm projectors

15. What are the three Fort Sill regulations that cover the conduct of classroom procedures?

- (1) USAFAS Reg 1-1
- (2) USAFAS Reg 1-2
- (3) USAFAS Reg 1-3

16. If instruction is in progress, do you stop instruction to report to a visitor?

No, unless the instructor has been notified beforehand.

17. What are some advantages of lecture method of instruction?

- The class is large
- A great amount of material is to be presented
- Basic information is presented to bring the students to a common understanding
- Directions are given for a practical exercises
- To summarize in minimum time

18. What are some disadvantages of lecture method of instruction?

- Little or no active group participation
- The instructor does not know how much learning is taking place
- The instructor cannot determine the strengths and weaknesses of the students

19. What are some advantages of conference method of instruction?

- Student interest in the subject is increased through direct participation
- Student thinking is stimulated
- The rate of instruction can be controlled
- Students may present their own ideas
- The instructor can determine the strengths and weaknesses of the students by use of questions

20. What are some disadvantages of conference method of instruction?

- Students are required to have some knowledge of the subject
- More time is required than the lecture method
- The size of the class should be limited to small groups

21. Where does more learning take place, during a demonstration or a practical exercise?

During the practical exercise (about 65% of learning is done during a practical exercise)

22. What is the most important thing for an instructor to do during a practical exercise?

Supervision to ensure that practice is done correctly.



## **SMALL GROUP INSTRUCTION**

### **REFERENCE: SMALL GROUP INSTRUCTOR TRAINING COURSE (131-SGI-1)**

1. What is the difference between Small Group Instruction and traditional instruction?

In Small Group Instruction, students participate in their own learning unlike traditional instruction.

2. What is Small Group Instruction?

A method of instruction that places the responsibility for learning on the soldier through participation in small groups led by small group leaders who serve as role models throughout the course. Small group instruction uses small group processes, methods, and techniques to stimulate learning.

3. What is a Small Group Leader (SGL)?

A person who guides a class to a predetermined training objective using small group instruction methods.

4. What are the three roles of a Small Group Leader (SGL)?

- (1) Subject Matter Expert (SME)
- (2) Facilitator
- (3) Observer

5. What are group members responsible for?

- Group success
- Individual success
- Individual and group participation

6. What are the three roles of group members?

- (1) Student Discussion Leader (SDL)
- (2) Recorder
- (3) Group member

7. What does a Student Discussion Leader (SDL) do?

- Delivers lessons
- Keeps group focused
- Assigned lesson by the Small Group Leader (SGL)

8. What does a Recorder do?

- Documents group proceedings
- Verifies accuracy of notes

9. What does a Group member do?

- Participates in discussions
- Expresses facts, feelings, and opinions
- Focuses on mission accomplishment

10. What are the three stages of group development?

- (1) Dependent stage (forming)
- (2) Independent stage (storming)
- (3) Interdependent stage (norming and performing)

11. What three things to remember when you are using active listening skills?

- Paraphrase
- Check perceptions
- Withhold evaluation

12. What is an ELC?

It is the experiential learning cycle. It is a process of how adults learn. It is similar to the AAR, but focuses on both process and content unlike the AAR that focuses primarily on the content.

13. What is process?

- How things are said
- How tasks are completed
- How emotions affected results
- How learning occurred

14. What is content?

- What was said
- Topics discussed
- The task completed
- What was learned

15. Why is it important to balance process and content?

Knowing how to cause the proper mixture of process/content can mean the difference between a mediocre or excellent training outcome. If you focus too much on the content aspect, you may get the input and maybe biases of a few group members rather than a product that reflects the expertise of the whole group. If you focus too much on the process, you may have excellent group interactivity with no real product at the end.

16. What are the five stages of the ELC?

- (1) Experiencing – doing the activity
- (2) Publishing – stating what occurred
- (3) Processing - why the activity turned out the way it did
- (4) Generalizing – how it could be used for our benefit in the future
- (5) Applying – how will we apply the new knowledge or skill

17. How does the ELC compare to the AAR?

Experiencing	-	Training event
Publishing	-	What occurred
Processing	-	What was right
Generalizing	-	Next time
Applying	-	More training

18. What is intervention used for?

It is used to expedite the learning process in small groups and to correct nonproductive behavior.

19. What are the three types of intervention?

- (1) Conceptual input – formulates thinking process
- (2) Coaching – provides group a habit of experimenting and interacting
- (3) Process-observation – heightens awareness of content-process distinction

20. What are the intervention strategies?

It is used to provide guidance, positive reinforcement, or to protect an individual student.

21. What are the pitfalls of intervention?

- Too often
- Too seldom
- Too lengthy

22. What are the three steps that a SGL (Small Group Leader) must influence the group process in intervention

- Step 1 – Diagnose the problem
- Step 2 – Identify role  
SME – to influence content  
Facilitator – to influence process
- Step 3 – Decide to act or to do nothing

23. What are your actions as a SGL when influencing content?

- Be specific
- Be brief
- Move group off center

24. What are your actions as a SGL when influencing process?

- Mention observations
- Focus on process
- Stimulate group interaction

25. What are the SGI (Small Group Instruction) instructional methods?

- (1) Leaderless discussions
  - Brainstorm
  - Buzz section
  - Topic discussion
- (2) Conference
- (3) Role playing
- (4) Committee problem solving
- (5) Case discussions
  - Printed
  - Dramatized
  - Incident-process